

UNIVERSITY OF CAPE TOWN
DEPARTMENT OF MECHANICAL ENGINEERING

EFFECTIVE MOTIVATION OF COLOURED
LABOUR IN THE CONSTRUCTION INDUSTRY
OF THE CAPE PENINSULA

BY

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ABSTRACT

Currently, the Coloured population group constitutes approximately 55 percent of the total population of the Cape Peninsula and is growing at a rate of nearly 3 percent per annum. Since 1960, they are playing an increasingly important role in the construction industry of the Cape Peninsula and in terms of the Government's labour policy, are to replace Black labour entirely in this region in the long run.

Presently, documented research literature on behavioural aspects of Coloured labour is scarcely available. Behavioural research literature available to South African industrialists is predominantly directed towards either Black labour of this country or labour of European and American countries. This information proved to be insufficient as a theoretical base for effective motivation of Coloured workers to participate in industrial activities and to perform at a high level in their work. For the most efficient utilization of the fast growing Coloured labour potential of the Cape Peninsula, extensive scientific research into factors influencing the work-participation and work-performance decisions of this labour group is consequently sorely required.

This study sets out to investigate the existence of possible barriers to the effective motivation of Coloured workers employed in the construction industry of the Cape Peninsula. It was felt that with a knowledge of the nature of existing motivation barriers and their stimulating factors, industrialists will be in a more favourable position to introduce incentive schemes and to create conditions at work that will improve the present level of motivation of their Coloured employees.

Empirical information on behavioural aspects of the Coloured labour group was gathered from a total of eighty-eight respondents employed at different levels in the construction industry. The respondents were mainly employees of three civil engineering construction companies operating in the Cape Peninsula. The

analysis and interpretation of the gathered data took place within the framework of mainly two motivation theories namely; E.E. Lawler's Expectancy-Valence Theory and Maslow's Hierarchical Need Theory.

In the light of the findings of the study it was apparent that the effective motivation of Coloured workers in the construction industry of the Cape Peninsula is hampered by certain barriers, the existence of which is stimulated by job, societal and political factors.

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CHAPTER 1

INTRODUCTION

1.1 THE AIM AND SCOPE OF THE STUDY

The aim of the study was to investigate presently existing barriers to effective motivation of the Coloured Construction Worker to perform at a high level in his work and to participate in industrial activities. It was felt that with a knowledge of presently existing barriers to effective motivation of the Coloured worker it will be possible to derive and introduce incentive schemes as well as to create conditions at work that will stimulate higher levels of motivation in the workers with a resulting increase in worker performance and work attendance.

The study was carried out by investigating the extent to which six factors affect the behaviour and attitude of the Coloured worker while at work as well as while away from work. These factors were selected in such a manner so that three were related to the worker himself, referred to as individual factors, and three to the environment (both work and societal environment) in which the worker finds himself, referred to as situational (or environmental) factors. These two groups of factors are as listed below:

1. Individual factors

- (i) School Education and Post-School Training
- (ii) Practical Experience
- (iii) Socio-Organizational Needs

2. Situational (or environmental) factors

- (i) Personnel Policies of Companies
- (ii) South African Legislation (Political factors)

- (iii) Supervision - Personal characteristics of the supervisor and the significance of the racegroup of the supervisor.

Division of the factors into the two categories as listed above, made it possible to:

- (i) investigate motivation as a function of factors fully or partly within the ability of the worker to affect as well as factors beyond his ability or difficulty affected by him. In this way it was possible to establish whether existing barriers to effective motivation of the Coloured Construction Worker are largely due to factors within or outside the control of the worker or some combination of the two.
- (ii) analyse the empirical results by means of a motivation model derived from mainly two widely accepted motivation theories namely: Maslow's Hierarchy of Needs Theory (Chapter 3) and E.E. Lawler's Expectancy-Valence Theory (Chapter 3). The use of the model made it possible to isolate a number of most likely motivation barriers and also to analyse the degree to which the six situational and individual factors influence these barriers positively or negatively.

A total of eighty-eight respondents in both on-site and off-site occupations participated in the study. The respondents were all Coloured workers employed in unskilled, semi-skilled, skilled, supervisory and administrative positions by three well-known construction companies of the Cape Peninsula. With most of the major forms of labour (excluding professional) normally found in most civil engineering construction companies considered in the study, the results can be regarded as a reflection of behavioural aspects representative of nearly a complete cross-section of the Coloured construction workers of the Cape Town district.

It should, however, be emphasized that the survey was confined to workers of the Cape Peninsula only and should therefore not be regarded as representative of Coloured construction workers throughout the country. On the contrary, it should be considered as a pilot study, for further research into similar or related topics in other regions of the country.

For a correct perception of the scope of the study it is necessary to highlight a number of factors that could have had an adverse global effect on the validity and general applicability of the results. These factors are briefly discussed below.

- (a) The downswing in the economic state of the construction industry at the time of the survey that could have had a definite influence on the behaviour of the respondents. Reductions in staff, "hiring and firing" of unskilled and skilled workers together with a general shortage of adequate employment opportunities for these workers, were at the order of the day. The validity of data gathered under conditions of this nature as being applicable to worker behaviour under more stable economic conditions is therefore subject to a certain amount of doubt.
- (b) The difficulty encountered in making a proper random selection of respondents at all levels of employment yielded results that were not suitable for any acceptable form of statistical analysis. Biased results obtained from respondents of the same workgroup, could have been a consequence of this non-random selection of respondents.
- (c) The shortage of time to investigate the stability of behavioural patterns with a change in the economic state of the construction industry. An investigation of this nature would have exposed any effect(s) on worker behaviour brought about by the decline in the economic state of the construction industry and could have resulted in better and more accurate information being obtained for analysis.

Lawrence Green referred to the Coloured as a "man with many parts", with roots that can be traced to one, or all, of five continents.⁽¹⁾

The origins of the Coloured of today are therefore heterogenic and diverse; so much so that A.J. Venter believes there exists "few communities in the world that can claim origins as disparate, widespread and complex as the South African Cape Coloured."⁽¹⁾

Just as complex as their origins so, too, is the formulation of a clear concept of the term "Coloured". Currently the term "Coloured" is spelt with either an upper case or a lower case 'C'. This in itself is an indication of the different ways in which the superordinate concept "Coloured" is fragmented to refer to different groups of South African citizens and immigrants.

In terms of the present race classification system of the Nationalist Government, the term "Coloured" is used in mainly five classificatory subordinate forms. Firstly, there is the term coloured persons, spelt with a lower case 'c' and used as an inclusive group-term, referring to all South African and non-South African persons with colour living in South Africa. This classification excludes Blacks whose reference is given as "members of any aboriginal race or tribe of Africa". Secondly, coloured persons are further classified into one of seven groups namely, Cape Coloureds, Malays, Griquas, Chinese, Indians, Other Asiatics and Other Coloureds. Thirdly, any member of the five groups: Cape Coloured, Malay, Griquas, Chinese and Other Coloureds, is again referred to as a Coloured, spelt with an upper case 'C'. Lastly, if someone is classified as a coloured person but, due to certain circumstances is permitted to assume, on a temporary basis, the same "status" and share equally in the privileges of White South Africans, he is referred to as an Honorary White.

Certain members of the Coloured population group can therefore be referred to as a coloured person, Cape Coloured and Coloured, all at the same time. In the same way, Malays, Griquas and Chinese can also be referred to as coloured persons, Coloureds and, if circumstances permit, even Whites.

Since the Coloured group is composed of so many individual subgroups and nations, it is the contention of academics like J.H. Coetzee⁽²⁾ that it is incorrect to refer to Coloureds as constituting a single population group. Due to major differences that exist with regard to culture, religious persuasions and also language divisions amongst the four main subgroups of the Coloured population group, the group as a whole does not experience close cultural ties and a common "We-feeling". Coetzee believes that a common "We-feeling" amongst Coloureds only exist insofar as they experience a common fate or when they are faced by a common threat.

It is therefore apparent that the term Coloured is presently used to refer to a group of South Africans who (a) due to their composition and (b) a lack of unified ideology, so called, cannot actually be regarded as a single population group. However, South African racial legislation has established "definite" criteria for the classification of citizens of this country or immigrants, as members of this group. In the Statute Books a conception of the term "Coloured" is furnished mainly by two Acts of Parliament as follows:

1. The Population Registration Act No. 30 of 1950:
"Coloured person means a person who is not a white person or a Bantu"
2. Paragraph C of Section 12 of the Group Areas Act No. 36 of 1966:
"..... a coloured group in which shall be included:
(i) any person who is not a member of the White group or of a Bantu Group and
(ii) any woman, to whichever race, tribe

or class she may belong between whom and a person who in terms of subparagraph (i) is a member of the coloured group, there exists a marriage or who cohabits with such a person and

- (iii) any white man between whom and a woman who in terms of subparagraph (i) is a member of a coloured group, there exists a marriage or who cohabits with such a woman."

In view of the legal concepts of the term "Coloured", it is apparent that South African racial legislation has as yet not been able to define the Coloured group in positive terms. The criteria presently employed for classifying South Africans or immigrants as Coloureds, are entirely determined by those criteria underlying the classification of the White and Black groups of the country. In terms of South African racial legislation therefore, the Coloured group is defined entirely in negative terms. In the absence of a positive formulation for members of this population group, the government has established a kind of "upper limit" in the form of the White group and a kind of "lower limit" in the form of the Black group that defines the "range of colours" within which a South African is regarded as "someone with colour". (i.e. a coloured person). Outside these limits he is either Black or White.

In terms of the criteria employed for differentiating between Black, White and Coloured groups of this country, colour appears to be both the identification symbol and classificatory case for differentiation. In fact, in the opinion of M.K. du Toit skincolour can be regarded as the biological factor constituting the primary discriminatory factor with regard to the Coloured group.⁽³⁾ However, A.L. Venter contends that amongst the Coloured community are many people who are lighter in complexion than a fair proportion of the recent immigrants in South Africa from Mediterranean Europe, who are actually classified as Whites.⁽⁴⁾

In view of what has been discussed, it is most likely that many members of the Coloured population group will be confused and uncertain with regard to their origins, their identity as

well as just how and where they, as South Africans, fit into the whole South African ethnicity structure. Illustrative of this confusion and uncertainty are the writings of A.L. Venter, who reports the view of a Coloured man who had been asked to explain what he understood by being classified as Coloured, as follows:

"Problems, real problems Who really knows what a Coloured is ? They classify us, they categorise us according to their ideals and they keep us apart from the rest - in our own interest - we are told. Then they move us out of our homes, our villages and towns and our churches. But unlike Africans ("Blacks") we are not Xhosa or Zulu or Sotho. We are South African. Our culture, our language, even our way of life is South African. What else are we but South African ? God knows, enough of us died for South Africa during two world wars."(5)

The coloured person's concept of the term "Coloured" may therefore be described as one of confusion, alienation, disillusionment, being an outcast in his own country and a second-class citizen. However, as a result of their close integration into the dominant White Western economic, religious, political and social structure, they have assumed an identity that is nearly in perfect unison with that of the White group of the country.^{(6) (7)} Consequently, they experience the same cultural drives and strive for the same economic goals as White South Africans. However, in terms of the legal concept of the term "coloured person", they are not Whites and, consequently, can neither express their drives, nor satisfy their aspirations in the same unfettered manner and to the same degree as White South Africans can do - hence the confusion, frustration, disillusionment and feeling of alienation from full participation in the life of their native land.

In this study the term "Coloured" has frequently been used to refer to mainly two subgroups of the Coloured population group of South Africa, namely: Cape Coloured and Malay but, predominantly Cape Coloured.

In what conceptual form has the term been used in this study ?

The context in which the term "Coloured" has been used in this study should not be seen in the light of referring to a specific race - or population group of the country. On the contrary, it should rather be seen in the light of referring to a group of South African citizens who, due to the circumscribed position they occupy in the economic, social and political structure of their country, have developed socio-economic and cultural characteristics that, although largely those of White Western Society, are not exactly the same as those of the White and Black groups of South Africa.

It should, however, be emphasized that to identify these characteristics with no other population group or working class community of other Western societies but, with the Coloured population group of South Africa only, would be wrong. On the contrary, many of the behavioural characteristics of the Coloured population group may be regarded as common of working class communities of other developed countries of the world, that maintain the same social, political and economic status as the South African Coloureds. (8) (9)

1.3 FACTORS REFLECTING THE NEED FOR RESEARCH ON MOTIVATION OF COLOURED LABOUR OF THE CAPE

At present, the Coloured population, with an annual growth rate of more or less 3 percent, (nearly twice as high as the estimated annual growth rate of the White population group considered without immigration) is the fastest growing population group in the country. (10)

An analysis of census data as indicated in the report of the Theron Commission of Inquiry, (11) shows that over a period of ten years between 1960 and 1970, the Coloured population of the country as a whole has increased by just over 33 percent. Over the same period, the Cape Peninsula experienced an

increase in total Coloured population of + 43,3 percent (10,3 percent higher than the percentage growth determined for the country as a whole), making this economic region the one with the highest population growth rate in the whole country over the 1960-1970 decade. In the light of recorded growth rates for other important economic regions over the same ten year period, i.e. Boland, + 37,5 percent; Caledon - Riversdale, + 37,1 percent and North-Western Cape, + 36,7 percent, the Cape Peninsula can be regarded as the one economic region where the Coloured population of the future will assume extreme economic importance as a labour resource of the area.

With regard to the important role of the Coloured population group in the economic future of the Cape Peninsula, S.P. Cilliers remarked the following:

"In recent years, attention has often been focussed on the social and economic position and future of the Coloured population of the Western Cape. This interest stems not only from a general concern about the welfare of the people of this region and related issues, but also increasingly from an awareness of the important role of this population group in the economy of the region and from the realisation that the economic future of the Cape will be largely determined by the rate of economic progress of the Coloured population of the region." (12)

Following from the increasing awareness of the important role of the Coloured population group in the economy of the country but, particularly in the economy of the Cape Province where just over 87 percent of the total Coloured population of the country lives, was the appointment of the Erica Theron Commission on the 23rd March, 1973, to enquire into matters related to the Coloured population group. The appointment of the Commission and the nature of their duties as commissioned by the State President is an indication of the pressing need that exists for factual information with reference to this group of South Africans. However, statistical information, such as that provided in the report of the Theron Commission of Inquiry, is of very little benefit

to the industrialist in his effort to motivate his Coloured employees to participate effectively in the activities of his company and to perform at a high level of efficiency in the work situation.

In order to ensure a steady rate of economic progress of the Coloured population of the Cape, it is essential for industrialists to be enlightened on how to establish high levels of motivation among their Coloured employees. At present, the need for a better understanding of the behaviour, attitude and motivation of Coloured workers of the Cape is emphasized by a large number of factors. Those factors that are of more immediate concern to the construction industry will now be discussed in some detail.

1.3.1 The Geographic Distribution of the Coloured Population

According to the 1970 Population Census⁽¹³⁾, the Coloured population constitutes 9,4 percent or a total number of 2 050 699 persons, of the total population of the country (Table 1A). Of this total Coloured population, 1 914 813 are classified as Cape Coloureds and 121 176 as Cape Malays. According to projections made by Prof. Sadie of the University of Stellenbosch⁽¹⁴⁾ regarding the South African population between the years 1960 and 2020, the total Coloured population of the country by the year 1980 will be close to 2 818 000 persons (Table 1B). In terms of these projections, the Coloured population group will by the year 1980 constitute approximately one third ($\frac{1}{3}$) of the total combined Coloured and White population of the country.

In 1970 the geographic distribution of the Coloured population showed that 599 000 Coloureds were resident in the Cape Peninsula (Table 2B), making this economic region the one with the highest concentration of Coloureds in the whole country. At the time of the census, the Coloureds residing in the Cape Peninsula constituted nearly 30 percent of the total Coloured population of the country and approximately

TABLE 1.A

1970 CENSUS CLASSIFICATION OF COLOURED PERSONS.

COLOURED POPULATION CLASSIFICATION	CENSUS CLASSIFICATION	
	COLOURED	ASIATIC
CAPE COLOURED	1 914 813	
MALAY	121 176	
GRIQUA	13 487	
CHINESE		7 991
INDIANS		621 331
OTHER ASIATICS		1 051
OTHER COLOURED	1 223	
TOTAL	2 050 699	630 372

SOURCE: THERON COMMISSION REPORT
(DEPARTMENT OF STATISTICS)

TABLE 1.B

PROJECTIONS OF SOUTH AFRICAN COLOURED AND WHITE POPULATIONS UP
TO 2020.

YEAR	COLOURED		WHITES			
	NUMBER (1000'S)	GROWTH (% P.A.)	NUMBER (1000'S)	GROWTH (% P.A.)	NUMBER (1000'S)	GROWTH (% P.A.)
			IMMIGRATION INCLUDED		IMMIGRATION EXCLUDED	
1960	1 534		3 084		3 084	
1965	1 805	3,31				
1970	2 097	3,02	3 822	2,22	3 822	2,22
1975	2 432	2,99	4 274	2,26	4 125	1,54
1980	2 818	2,99	4 762	2,19	4 433	1,45
1985	3 261	2,97	5 274	2,06	4 750	1,39
1990	3 756	2,85	5 798	1,91	5 069	1,31
1995	4 299	2,74	6 336	1,79	5 394	1,25
2000	4 890	2,61	6 890	1,69	5 726	1,20
2005	5 530	2,47	7 464	1,61	6 067	1,16
2010	6 218	2,36	8 055	1,54	6 403	1,08
2015	6 950	2,25	8 636	1,40	6 729	1,00
2020	7 720	2,11	9 204	1,28	7 039	0,91

SOURCE: THERON COMMISSION REPORT.
(J.L. SADIE - "PROJEKSIES VAN
DIE SUID-AFRIKAANSE BEVOLKING,
1970 - 2020).

55 percent of the total population of the region (Table 2B).

In terms of these statistics the Coloured group is the dominant population group of the Cape Peninsula and constitutes more than half of the total population of the region. In the light of this fact it is apparent that this population group constitutes the predominant labour resource for the organized industry of the region. It is consequently irrefutable that the economic success of industries (amongst others the construction industry of the region) is to a large extent a function of the industrialist's

- (a) awareness of the Coloured labour market potential,
- (b) readiness to place its utilization on something more than just an ad hoc footing,
- (c) recognition of the socio-cultural norms of his Coloured labour force,
- (d) knowledge of the preferences of his Coloured employees re only specific reward outcomes.

The industrialist's comprehension of these factors can be regarded as a prerequisite for him to be suitably equipped to channel and motivate worker input towards the attainment of company objectives.

At present, documented research literature on motivation of Coloured labour is confined to a few theses and papers that are not only difficult to obtain but, that deal with only a particular aspect of motivation (see Chapter 2). There is consequently a specific need for empirical research in this regard and if considered in the light of the present rate of natural increase of the group, the need for comprehensive research assumes even greater importance.

TABLE 2.A

EXPECTATIONS OF LIFE AT BIRTH - COLOURED & WHITES.

PERIOD	COLOURED		WHITES	
	MALES	FEMALES	MALES	FEMALES
	YEAR	YEAR	YEAR	YEAR
1936 - 41	42,56	43,19	-	-
1941 - 46	41,56	42,86	-	-
1951 - 56	48,27	50,53	-	-
1960 - 65	50,72	55,56	64,50	71,71
1965 - 70	49,62	55,82	64,53	72,56
1970 - 75	50,54	57,22	65,08	72,96

SOURCE: THERON COMMISSION REPORT
(CALCULATIONS BY J.L. SADIE).

TABLE 2.B

COLOURED POPULATION OF ECONOMIC REGIONS.

WHERE COLOURED ARE THE DOMINANT POPULATION GROUP - 1970.

ECONOMIC REGION	COLOURED POPULATION 1970 (1000'S)	COLOURED POPULATION AS PERCENTAGE OF	
		COLOURED POPULATION OF R.S.A.	TOTAL POPULATION OF REGION
01 CAPE PENINSULA	599	29,7	54,6
02 NORTH WESTERN CAPE	48	2,4	71,4
03 VREDENDALE - CLANWILLIAM	30	1,5	71,2
04 SOUTH-WESTERN CAPE	73	3,6	68,3
05 BOLAND	253	12,5	61,3
06 CALEDON - RIVERDALE	87	4,3	66,3
07 LADYSMITH - OUDTSHOORN	46	2,3	69,4
08 MOSSEL BAY - KNYSNA	70	3,5	62,2
09 UNIONDALE - HUMANSDORP	35	1,7	50,0
11 WESTCENTRAL CAPE	71	3,5	69,6
12 WILLOWMORE - JANSENVILLE	21	1,1	58,4
14 BRITSTOWN - PHILIPSTOWN	17	0,8	48,1
15 KENHARDT - HAY	28	1,4	64,7
TOTAL	1 379	68,3	59,3

SOURCE: THERON COMMISSION REPORT.

1.3.2 Coloured Population Growth and the Youthfulness of the Group

The present rate of natural increase of the Coloured population is nearly twice as high as that of the White population, considered without immigration (Table 1B). Projections done by Prof. J.L. Sadie indicate that, should the present growth rate of the Coloured population prevail, this group will exceed the White population group, considered without immigration, in total number by the year 2015⁽¹⁴⁾. By that time the Coloured population will in total number be more than double what they were before 1980 (Table 1B).

With regard to population growth in the Cape Peninsula, S.P. Cilliers indicated in a paper read at a monthly meeting of the Chamber of Commerce on 9th April, 1970⁽¹⁵⁾ that by the year 2000 the White population of the region would have increased from 305 000 to an estimated 831 000 persons, while the Coloured population would have increased in size from 418 000 to an estimate 1 412 700 persons. With regard to this increase in White and Coloured population of the region, Cilliers remarked:

"In thirty years time from now, therefore, we will have in the Cape Peninsula a population of 2,25 million Whites and Coloureds apart from whatever numbers of Bantu might be left in this area at that time. These figures will perhaps be more meaningful if one realises that this means that by the year 2000 the Cape Peninsula will have a population of the metropolitan area of Johannesburg, and that the Coloured population of the Peninsula alone will be considerably more than the total population of the Johannesburg metropolitan area in 1960. In fact the Coloured population of the Peninsula is expected to more than treble its own numbers by the turn of the century."

Comparing Cilliers' estimation of the total increase in Coloured population of the Cape Peninsula between 1970 and the year 2000 with the projections of Prof. Sadie for the same period (Table 1B), it is apparent that the rate of natural increase of the Coloured population of the Peninsula is estimated to be by far higher than for the country as a

whole. This was, however, found to be the case for the 1960 - 1970 decade by the Theron Commission of Inquiry.

The expected population explosion of this group is a definite cause for concern in many respects. A positive effort to utilize this labour pool more effectively, particularly in the Cape Peninsula area, can be suggested as one way of relieving some of the acute future problems that may arise from such rapidly increasing numbers.

The predominant youthfulness of the Coloured population of today is another phenomenon emphasizing the need for behavioural research at this stage. As a direct result of the high Coloured birth rate as well as the relatively short expected lifespan by birth of the Coloured group (Table 2A), the age composition of the Coloured population is a very youthful one (Table 3). According to the figures of Table 3, by 1975, 45 percent of the total population of the group were 14 years and younger and 56,2 percent were 19 years and younger. Corresponding figures for the White population group are 30,5 percent and 39,6 percent respectively.

In terms of the above statistics it may be assumed that by 1980 many of the members of the group who were between 15 and 19 years of age in 1975 will already be working in industry or would have just begun doing so. According to the figures of Table 3, this will have the effect of increasing the economically active Coloured population by approximately 273 470 persons or 11,2 percent of the total Coloured population as at 1975. The figures of Table 3 also indicate that this number will increase for every 5 year period following on 1980 from 322 710 persons during the 1981-1985 period, 357 740 persons during the 1986-1990 period and 413 100 persons during the 1991-1995 period.

These figures indicate that a continuous inflow of increasing numbers of young professionally and technically qualified as well as young skilled, semi-skilled and unskilled Coloured workers can be expected in the industry of the Cape Peninsula.

TABLE 3

AGE COMPOSITION OF COLOURED AND WHITE POPULATIONS, 1975.

AGE GROUP	COLOURED			WHITES		
	NUMBER	PERCT.	CUMULATIVE PERCT.	NUMBER	PERCT.	CUMULATIVE PERCT
0 - 4	413 100	17,0	17,0	468 350	11,0	11,0
5 - 9	357 740	14,7	31,7	431 690	10,1	21,1
10 - 14	322 710	13,3	45,0	401 960	9,4	30,5
15 - 19	273 470	11,2	56,2	387 020	9,1	39,6
20 - 24	219 270	9,0	65,2	356 040	8,3	47,9
25 - 29	175 940	7,2	72,4	352 230	8,2	56,1
30 - 34	138 250	5,7	78,1	324 610	7,6	63,7
35 - 39	123 450	5,1	83,2	276 700	6,5	70,2
40 - 44	103 740	4,3	87,5	233 480	5,5	75,7
45 - 49	81 200	3,3	90,8	216 890	5,0	80,7
50 - 54	62 900	2,6	93,4	196 880	4,6	85,3
55 - 59	50 630	2,1	95,5	171 210	4,0	89,3
60 - 64	39 810	1,6	97,1	158 180	3,7	93,0
65 - 69	29 490	1,2	98,3	127 690	3,0	96,0
70 +	40 430	1,7	100	171 060	4,0	100
TOTAL	2 432 130	100,00	-	4 273 990	100,0	-
0 - 14	1 093 550	45,00	-	1 302 000	30,5	-
15 - 64	1 268 660	52,10	-	2 673 240	62,5	-
65 +	69 920	2,90	-	298 750	7,0	-

SOURCE: THERON COMMISSION REPORT.
(CALCULATED ACCORDING TO ADAPTED
POPULATION NUMBERS OF J.L. SADIE)

It is important to realize that these juveniles do not only enter industry to earn an income but, with preconceived ideas about how to build a future and a career in industry. They will therefore have to be guided and motivated to success, not only to satisfy their own aspirations but also to contribute effectively to the success of the economy of the region. However, before this could be done, it is first of all necessary to seek information on the most effective ways of doing it.

1.3.3 The Participation of the Coloured Population in the Construction Industry

Recent statistics, released by the Department of Labour⁽¹⁶⁾, indicate that the Coloured population constitutes nearly 10,5 percent of the total manpower of the R.S.A. This figure excludes persons engaged in (i) domestic and private services and (ii) agriculture and farming, and totals 540 824 persons.

At the same time (May, 1977) a total number of 49 100 Coloureds were employed in the construction industry (Table 4A) of whom between 7 000 and 8 000 were employed in the civil engineering construction industry in particular (Table 4B).

An analysis of the figures of Table 4A and 4B indicates a number of interesting trends and facts with regard to Coloured labour in the construction industry as a whole and the civil engineering construction industry in particular. These observations are:

- (i) The participation of Coloured labour in the construction industry as a whole has decreased steadily during the course of 1977 from 49 100 workers in May to 45 300 in December. These figures reflect a decrease of 3 800 workers and a labour loss of just over 8 percent. Yet figures for White employment have remained almost constant for the corresponding period.
- (ii) A similar pattern of decline is reflected in the Coloured workforce of the civil engineering construction industry (figures for 1976 and 1977, Table 4B).

TABLE 4.A

TOTAL EMPLOYMENT AND EARNINGS OF COLOURED AND WHITE WORKERS IN CONSTRUCTION INDUSTRY: MAY - DECEMBER 1977.

MONTHS IN 1977	COLOURED			WHITES		
	TOTAL EMPLOYMENT (NUMBER)	TOTAL EARNINGS (1000'S)	EARNINGS* PER WORKER	TOTAL EMPLOYMENT (NUMBER)	TOTAL EARNINGS (1000'S)	EARNINGS* PER WORKER
MAY	49 100	10 394	211,69	56 800	34 603	609,21
JUNE	48 400	9 961	205,81	56 500	34 708	614,30
JULY	47 300	9 890	209,09	55 700	34 612	621,40
AUG	46 700	10 208	218,59	55 800	35 628	638,49
SEPT.	46 100	10 326	223,99	55 600	35 801	643,90
OCT.	46 000	9 867	214,50	55 700	36 478	654,90
NOV.	45 800	11 019	240,59	55 400	38 265	690,70
DEC.	45 300	12 924	285,30	55 400	47 251	852,91

SOURCE: DEPARTMENT OF STATISTICS:
STATISTICAL NEWS RELEASES:
28 DECEMBER 1977; 30 JANUARY 1978;
18 MAY 1978.

+CALCULATED.

TABLE 4.B

EMPLOYMENT IN CIVIL ENGINEERING INDUSTRY: 1973 - 1977.

CATEGORY	1973 JAN	1974 MARCH	1975 MARCH	1976 FEB	1976 OCT	1977 FEB	1977 JUNE
EXECUTIVE, ADMINISTRATIVE, TECHNICAL AND CLERICAL EMPLOYEES:							
TOTAL	5 000	5 000	6 000	7 000	8 000	8 000	8 000
CONSTRUCTION AND RELATED WORKERS							
WHITES	8 000	8 000	8 000	8 000	7 000	6 000	6 000
COLOURED	4 000	6 000	7 000	8 000	9 000	8 000	7 000
ASIATICS	1 000	1 000	1 000	1 000	1 000	1 000	1 000
BLACKS	87 000	100 000	108 000	111 000	100 000	92 000	88 000
SUB-TOTAL	100 000	115 000	124 000	128 000	117 000	107 000	102 000
TOTAL R.S.A.	105 000	120 000	130 000	135 000	125 000	115 000	110 000
CAPE PROVINCE	22 000	29 000	34 000	37 000	26 000
NATAL	24 000	36 000	36 000	31 000	22 000
ORANGE FREE STATE	10 000	5 000	7 000	10 000	5 000
TRANSVAAL	49 000	50 000	53 000	57 000	57 000

SOURCE: FEDERATION EMPLOYMENT SURVEYS.

(iii) An attempt to interpret these figures would suggest that the Coloured played only an insignificant role in executive, administrative, clerical and technical positions in the civil engineering construction industry. This conclusion is based on the fact that the categorisation of figures for Coloured labour in the above job categories were excluded (Table 4A). In terms of the classification of labour as indicated in Table 4B, it will appear that currently, Coloured Labour in the civil engineering construction industry is of significance only in blue-collar positions. This observation is supported, moreover, by statistics of the 1977 Manpower Survey of the Department of Labour. Table 5 gives a summary of the survey results regarding occupations related to the construction industry only.

(iv) The total number of Coloured employees in the civil engineering construction industry is relatively small when compared to the corresponding Black workforce. Yet, when compared with the figures for the Asiatic and White workforces respectively, a quite different picture emerges - the proportionate increase has been quite remarkable over the last number of years. Consequently, apart from Black labour, the role currently played by Coloured labour in lower level job categories in the civil engineering construction industry is more important than that of both White and Asiatic labour respectively. In this respect the Theron Commission reported similar findings:

"Dit blyk dat die relatiewe rol wat Kleurlinge in die fabriekwese, die konstruksiebedryf, die handel en in finansiering speel, sedert 1960 belangriker geword het, veral in vergelyking met die relatiewe aandeel van die Blankes, maar dat hulle persentasie - aandeel in al die ander ekonomiese aktiewiteite effens afgeneem het."(17)

TABLE 5

EMPLOYMENT IN CONSTRUCTION AND/OR BUILDING INDUSTRY.

OCCUPATION	C'S	W'S	BUILDING TRADES	ARTISANS		REGISTERED APPRENTICES	
				C'S	W'S	C'S	W'S
022 CIVIL ENGINEER	3	5 408	760 BRICKLAYER	4 872	4 199	423	343
102 QUANTITY SURVEYOR	15	2 537	761 BRICKLAYER/ PLASTERER	1 008	1 164	195	30
101 ARCHITECT	22	1 134	762 CARPENTER	1 740	792	8 748	9 730
106 LAND SURVEYOR	15	1 328	763 JOINER	131	20	190	807
163 TECHNICIANS (CIVIL)	153	2 842	768 STONE MASON	0	0	8	218
400 ASPHALTER	254	134	770 PLASTERER	76	0	1 846	857
401 PLATELAYER GANGER	249	2 191	763 CARPENTER/ JOINER	129	129	1 089	2 142
402 ROAD SURFACING MEN	999	1 466	777 WOOD MACHINIST	28	18	139	345
397 CRANE OPERATOR	1 352	4 921					
403 PIPE LAYER PIPE FITTER ETC.	362	416					
404 SCAFFOLDER	179	58					
405 STEEL AND ALU- MINIUM FIXER	268	209					
408 CONCRETER CEMENTATION OPERATOR DAM BUILDER	826	497					
409 GLACIER POLE PAINTER WHITE LINE MARKER	104	50					
412 BRUSH HAND	1 076	496					
413 OTHER OPERATORS	2 050	1 413					
410 OTHER SEMI- SKILLED WORKERS	2 694	638					

TOTAL		ACTIVE		POPULATION	
COLOURED S		WHITES			
MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
353 756	187 068	990 385	523 924		
ASIATICS		BLACKS			
MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
177 168	50 932	2 664 851	341 331		

TOTAL	ACTIVE	POPULATION	R.S.A.
MALE		FEMALE	
4 186 160		1 103 255	

SOURCE: EXTRACTS FROM MANPOWER SURVEY
NO. 12,

- (v) In the Cape Province the role of the civil engineering industry as an important source of employment has increased remarkably since 1973 if compared with the position in the other three provinces of the country. Whereas up to 1975, the civil engineering construction industry in Natal employed a greater labour force than the same industry in the Cape Province, a converse relationship exists today. The importance of this industry as a source of employment for Coloured labour of the Cape Province has therefore increased since 1973. By June, 1977, the civil engineering construction industry of the Cape Province had the second largest labour force in the country, leading in total employment on Natal with its 22 000 workers and the Orange Free State with its 5 000 workers.

What could be referred to as an aspect of concern regarding the present trend in Coloured labour participation in the construction industry as a whole and the civil engineering industry in particular, is the gradual decrease in total Coloured labour force that has taken place over the past number of years. The economic recession with its greatest impact during 1977 could probably be isolated as one of the factors instrumental in this negative trend. However, whether the economic recession exclusively should bear the blame, is indeed questionable.

The relatively depressed occupational level of the vast majority of Coloured workers in the construction industry should correctly be read in conjunction with poor motivational patterns due to under-utilisation of the workforce. Frequent admonitions by industrialists and politicians for the creation of improved job opportunities ⁽¹⁸⁾⁽¹⁹⁾ has direct relevance to these considerations. They ask, in particular, for greater vertical occupational mobility of the Coloured worker. These admonitions are sufficiently persistent to warrant an in-depth investigation into all factors bearing on the problem in general. Professional and executive positions for instance, reflect an overwhelming predominance of White appointees.

Numerous factors contribute to the dynamics that characterise a workforce and on examination, a hierarchy of such factors may well be found to operate.

1.3.4 The Present Attitude of Industrialists

According to findings of the Theron Commission, many industrialists are reluctant to employ workers of the Coloured population group because it is contended the majority of these workers suffer from certain negative personal characteristics that are not at all conducive to the well-being of their companies.⁽²⁰⁾

Instrumental in their attitude was found to be the contention that Coloured workers, particularly those belonging to the lower socio-economic classes of the community, are "work-shy" and have a low level of motivation. Other negative personal characteristics, of secondary importance, brought to the notice of the Commission in memoranda received from industrialists were : voluntarily unemployment, absenteeism, high labour turnover, idleness, unreliability, a lack of precision, a lack of work-involvement, unwillingness to do certain types of work as well as shift-, night- and week-end work, unwillingness to do work that requires a great deal of physical effort.

An interesting though worrying finding of the Commission was that the information received from organizations in both the public and private sectors was of such a nature so as to emphasize only their negative attitude towards labour of the Coloured group, particularly those belonging to the lower socio-economic classes of the group.⁽²⁰⁾

This negative attitude of industrialists with regard to the employment of Coloured labour can certainly be regarded as a major reason why so many economically active Coloured men population have been reported as voluntarily and unvoluntarily unemployed by the Theron Commission. According to findings of the Commission approximately one-fifth (1/5) of the economically active male population of this group were unemployed by

the time the study has been conducted.⁽²¹⁾ This high rate of unemployment amongst members of the Coloured group can have a crucial bearing not only on the economic status and progress of the group, but also on the present and future economic prosperity of the country.

If Cilliers' argument is accepted namely, that the economic future of the Cape Peninsula is largely determined by the rate of economic progress of the Coloured population group, it is essential to prevent a large scale occurrence of deleterious phenomena such as unemployment, for example, in the Coloured population group. Since large scale unemployment amongst members of the Coloured population group can but only make serious inroads into the economic progress of the group as a whole, it has got a direct negative effect on the economic progress of the region as well.

The present attitude of industrialists, that in the light of the findings of the Theron Commission can be regarded as being conducive to phenomena like unemployment and labour turnover amongst Coloured workers, therefore requires the serious attention of all those who have a sincere interest in the economic welfare of the Cape Peninsula. In this respect the findings of this study can be of particular use in giving industrialists an insight into some vocational, cultural and personal characteristics that have a negative influence on the job-concept, work-participation and work-performance decisions of Coloured workers.

1.4 COLOURED LABOUR POLICY AND SOUTH AFRICAN INDUSTRIAL LEGISLATION; DISCUSSED AROUND FINDINGS OF THE THERON COMMISSION

The primary objectives of the Government's policy with regard to Coloured labour have been summarized by the Theron Commission as follows⁽²²⁾ :

- (i) The maintenance of full employment through the elimination of cyclic, structural, functional and terri-

torial unemployment.

- (ii) The maintenance of labour peace in the prevention or settlement of disputes between employers and employees and the elimination of friction between workers of different race and ethnic groups.
- (iii) The promotion of efficient allocation of labour for the most effective application of the country's resources.
- (iv) The promotion of labour quality and productivity through the proper training of artisans and tradesmen.
- (v) The protection of the living standards of the workers through the provision of sufficient job opportunities, reasonable wage scales, insurance and accidental compensation.
- (vi) The protection of physically, psychologically and mentally retarded persons through the provision of wage subsidies, employment opportunities and sheltered labour factories.
- (vii) Institutional adjustments to ensure that government services for each population group are provided by members of the group.
- (viii) Territorial reservation of employment for members of a specific racegroup.
- (ix) The maintenance of a relatively high growth rate without increasing inflationary pressure.

The formulation of the abovementioned list of labour policy objectives gave rise to the introduction of industrial legislation to ensure the efficient administration of the policy, as well as the creation of the necessary machinery

and infrastructure to bring these objective into operation.

Although it is the contention of some economists⁽²³⁾ that the scope of South African industrial legislation is wide enough to solve most of its periodic labour problems, it was found by the Theron Commission that the implementation of existing legislative measures is of such a nature so as to give rise to several shortcomings in the government's labour policy.

Instrumental in the shortcomings of the labour policy appear to be largely the specific general policy of the ruling Nationalist Government. One of the major implications of the general Nationalist policy is what can be referred to, in terms of the findings of the Theron Commission, as a discrepancy between the Governments de jure and de facto policy regarding the use and promotion of Coloured labour. Conflicting Nationalistic aspirations therefore give rise to a disjunction between the actual, rightful objectives of the Government's labour policy with regard to Coloured labour and the successful implementation of these objectives in practice within the framework of legislative machinery created for this purpose.

What can be regarded as a direct consequence of the disjunction in the rightful (by law) and actual (in fact) labour policy are a number of factors pointed out by the Theron Commission⁽²²⁾. It is in the nature of these factors that they can have a two-fold negative influence, (a) on the effective utilization of Coloured labour in industry, (b) on the rate of economic progress of the Coloured population group of the Cape. These factors are:

- (i) Non-scholastic training and vocational services available to Coloureds are inadequate.
- (ii) There is still a great discrepancy between the remuneration of Whites and that of Coloureds in both the public and the private sectors.

- (iii) The popular prejudices and generalizations regarding the behaviour pattern of Coloured labour prevent the formulation of a policy which will differentiate satisfactorily between various categories of Coloured labour.

With a view to the extent to which the implementation of industrial legislation (within the context and scope of the abovementioned list of labour policy objectives) affect the economic life and position of the Coloured worker in organized Cape Industry, some of the principal legislative measures dealing with the regulation of labour in the R.S.A. will now be discussed in some detail.

1.4.1 The Industrial Conciliation Act, No. 28 of 1956

The Act came into operation on 1st January, 1957, and was in essence a consolidating measure of previous legislation. The three principal objectives of the Act are:

- (i) To provide for the establishment of Industrial Councils consisting of registered Employers' Organizations and Trade Unions in respect of specific undertakings, industry, occupation or trade in order to represent the interest of the employers and employees concerned.
 - (ii) To introduce a measure of safeguard against interracial competition in industry.
 - (iii) To prohibit the registration of mixed Trade Unions.
- (i) Since the introduction of the Act early in 1957, a number of Industrial Councils have been established in respect of a great cross-section of industries. However, in terms of the scope of application of their agreements⁽²⁴⁾ ⁽²⁵⁾, only two of these Councils

appear to play an important role in the construction industry of the Cape Peninsula. These councils are:

- (a) The Industrial Council for the Building Industry of the Western Province of which a special agreement for the Cape Peninsula has been published in the Government Gazette No. 5308 of 8th October, 1976.
- (b) The National Industrial Council for the Iron, Steel, Engineering and Metallurgical Industries.

The terms of the Agreements of these Councils are generally only applicable to classes of employees for whom wages are prescribed by the Council, and to foremen. Included in Appendix A is the latest (7th July, 1978) minimum pay rate schedule of the Industrial Council for the Building Industry of the Western Cape, indicating the classes of employment to which the terms of the agreement of this Council apply, as well as the latest minimum hourly pay rates prescribed by the Council for these classes of labour in the Cape Peninsula.

As indicated by this schedule, the terms of these Agreements are also applicable to Apprentices and Trainees who are receiving training in accordance and consistent with the provisions of the Apprenticeship Act of 1944 and the Training of Artisans Act of 1951 respectively.

Apart from only prescribing the incomes of employees of companies who are members of registered employers' organizations, these Councils are also concerned with and regulate other important aspects of labour of which the following could be pointed out as some of the most important:

- (a) The employment of workers with particular reference to the prohibition of the employment of minors (i.e. persons under the age of 15 years), employment of learners, illegal employment of persons and termination of employment.
- (b) Normal and abnormal (overtime) hours of work, annual leave and public holidays.
- (c) Transport, walking time, and lodging allowances of employees.
- (d) The provision by employers of funds such as an inclement weather fund, a medical aid and/or sick fund, a holiday fund, a stabilisation fund and a pension or like fund.

As far as it was possible to establish, the only major sector of the construction industry that does not fall under the jurisdiction of any Industrial Council, is the Civil Engineering Construction Industry. Although Trade Unions affiliated to the Industrial Councils mentioned previously accept Coloureds employed in this industry as members, they are to a large extent powerless in representing the interest of these workers.

In the absence of an Industrial Council for the civil engineering construction industry, the Department of Labour automatically becomes the body responsible for representing the interest of employers and employees of this industry. However, at present, the Department of Labour specifies conditions of employment for only five classes of labour as indicated below:

- (a) Greaser
- (b) Induna

- (c) Labourer
- (d) Operator of a power-driven pedestrian
- (e) controlled roller or vibrator
- (f) Watchmen

For all other classes of labour, the conditions of employment, particularly with regard to pay, are normally those that are decided on in a "Common Law Agreement" between the employer and employee at the time of employment.

- (ii) Section 77 of the Act as amended by Act No. 41 of 1959 and Act No. 18 of 1961, make provision for the institution of necessary measures of safeguard against inter-racial competition - so-called "job reservation" as it is known to the man in the street.

According to this section of the Act the Minister of Labour, on recommendations put forward by the Industrial Tribunal, has the power to institute statutory job-reservation in respect of operations with regard to any industry, trade, occupation or class of work.

It has been pointed out by Dr. H. Muller of the University of the Western Cape⁽²⁶⁾ that the prime objective of job reservation in the Western Cape was to protect Coloured and White workers against competition of Black workers and gradually to reduce the total number of Black workers in the region. Dr. Muller's view was to some extent confirmed by the findings of the Theron Commission. In this respect, the Theron Commission reported that as far as it was possible to establish, only a small percentage of Coloureds were actually affected by statutory job-reservation. However, the Commission also makes mention of many objections, aimed at any form of statutory and conventional job-reservation, that they have received.

1.4.2 Registration for Employment Act No. 34 of 1945

This Act was introduced for the promotion of efficient allocation of labour and for the most effective application of this country's labour resources.

In terms of the provisions of this Act any worker who becomes unemployed must, within the seven days following the first full week of unemployment, register himself as someone in need of employment. For the purpose of registration, the Department of Labour has provided the necessary machinery in the form of labour bureaux at all of their branches throughout the country. In places where such facilities have not been produced, the unemployed can report and register himself at the nearest magistrate's office.

However, according to findings of the Theron Commission, the effective functioning of the Registration for Employment Act is thwarted by the reluctance of the authorities to enforce it in practice.⁽²²⁾ In consequence, the provisions of the Act are to a large extent not complied with in practice that in turn give rise to a high degree of under- and mal-utilization of Coloured labour. Furthermore, it was found that the effective utilization of Coloured labour is also handicapped by the fact that the full utilization of White labour still enjoys preference.

1.4.3 Unemployment Insurance Act No. 30 of 1966 as Amended by Act No.27 of 1967

The purpose for the introduction of this Act was (a) to consolidate the laws relating to the Unemployment Insurance Fund, (b) to combat the economic hardships that stem from unemployment and (c) to protect the dependants of deceased workers.

In terms of the provisions of this Act, the State as well as employers and employees constitute the "contributors" to an Unemployment Insurance Fund. The funds accrued in this manner

are utilized by the Secretary of Labour for the following purposes:

1. the payment of benefits.
2. payments to dependants of deceased contributors.
3. the payment of any amounts to schemes introduced by the Minister of Labour to combat unemployment.
4. the reimbursement of the Consolidated Revenue Fund with the amount determined by the Secretary of Labour in consultation with the Minister of Finance to be the value of the services rendered to the fund by the Department of Labour.
5. the payment of prescribed allowances to members of the Unemployment Insurance Board or of any Unemployment Benefit Committee.
6. the repayment of advances made to the fund from public moneys.
7. the payment of any other expenditure by the Secretary of Labour in the administration of the Act, including expenses incurred by a contributor who received training for employment under any such scheme approved by the Secretary of Labour.

In terms of the provisions of the Act, no discrimination is made between White and Coloured members of the fund. Consequently, all employees of organizations operating within the provisions of the Act, are entitled to share equally in all benefits.

1.4.4 The Apprenticeship Act No. 37 of 1944 as amended
by Act No. 28 of 1951 and Act No. 29 of 1959 and
Act No. 46 of 1963

The purpose of this Act is basically to regulate the training and employment of apprentices and minors in certain trades.

The training of registered Coloured apprentices takes place in accordance with the provisions of this Act. A committee, referred to as the Apprenticeship Committee, is responsible for the making of recommendations to the Registrar of the National Apprenticeship Board or to the Minister of Labour with regard to the admission of apprentices to the different industries. This committee also has the power to regulate and control the training of apprentices.

Apprenticeship Committees may be established for any industry or area in which the industry operates and consist of:

- (i) a chairman, to be appointed by the Minister of Labour,
- (ii) a number of other members appointed in equal numbers by employers' organizations and Trade Unions respectively.

Members of the Coloured population group are free to serve on these committees but according to findings of the Theron Commission, with the exception of the Building and Furniture industries, very few Coloureds have as yet been appointed to serve on these committees. (22)

The provisions for the training of apprentices as prescribed by the Act, do not in any way distinguish between Coloured and White apprentices. However, the Department of Labour does insist that employers should provide separate facilities for Coloured and White apprentices and that they should be allocated duties so as to work apart from one another. (22)

1.4.5 The Training of Artisans Act No. 38 of 1951

The purpose of this Act is mainly to make further provision for persons other than minors to be trained as artisans, where a serious shortage of artisans exists and for the recognition of suitably qualified skilled persons as artisans.

According to the report of the Theron Commission, the National Trade School for Artisans at Westlake in Cape Town, is the only centre of its kind in the country where artisans receive training in accordance with the provisions of this Act.⁽²²⁾ Currently, this centre gives training to members of the White population group only. Thus, any Coloured person who has been unsuccessful in procuring registration as an apprentice is consequently precluded from qualifying as an artisan at this institution.

It needs to be stressed that since similar training facilities are not on offer to members of the Coloured population group anywhere in the country, no member of this group has as yet received formal training in accordance with the provisions of the Training of Artisans Act of 1951.⁽²²⁾

According to investigations made by the Theron Commission, the Act does, however, enable members of the Coloured population group to qualify themselves as artisans by the successful completion of a practical trade test, with the result that many Coloured artisans have already qualified themselves as artisans in this manner.

The Commission also makes mention of the fact that although it is not the intention of the Government to provide any subsidised training facilities like at Westlake for Coloured artisans in the near future, they are, however, prepared to assist industrialists in the establishment of their own infirm training facilities in cases where such facilities have not already been created.

1.4.6 The Physical Planning and Utilization of Resources
Act No. 88 of 1967 and the Bantu Labour Act No. 67
of 1964

The provisions of these Acts deal mainly with the following two objectives of the Government's policy with regard to Coloured labour:

- (i) Territorial reservation of employment for members of the specific racegroups.
- (ii) The promotion of efficient allocation of labour for the most effective application of the country's resources.

In terms of the provisions of the Bantu Labour Act, labour officials have the power to decline any request of industrialists to employ or to continue the employment of Black workers in the Western Cape. In terms of this Act, industrialists of the Western Cape who are in need of labour should fully utilize registered unemployed Coloured labour first before obtaining permission to import Black labour on a contract basis from the Xhosa homelands in and around the Republic.

In terms of the provisions of the Physical Planning and Utilization of Resources Act, a number of magisterial districts in the Cape Province have been reserved for the employment of Coloured and White labour only. The particular magisterial districts on which the Act has been made applicable are : Bellville, Cape Town, Paarl, Port Elizabeth, Simonstown, Somerset-West, Stellenbosch, the Strand, Uitenhage, Wellington, Worcester and Wynberg. In all these districts, owners of factories are constrained by law to employ only Coloured and White labour, with the further provision that where available unemployed Coloured labour is inadequate to meet demand, permission may be granted to make use of Black labour.

However, in the light of findings of the Theron Commission, it will appear that the Government had to a large extent been unsuccessful in effectively controlling the influx of Black labour into the abovementioned Coloured labour preference areas and consequently had greatly failed in their attempt to accomplish more effective utilization of Coloured labour in these areas⁽²²⁾. The result is that whereas only 35 000 Black immigrant labourers were allowed into the Western Cape during 1966, the figure had risen to more than 160 000 by January, 1975.

Three factors have been found instrumental in severely limiting the success achieved with the implementation of the provisions of these two Acts, namely⁽²²⁾:

- (i) In the execution of the labour policy objectives with regard to Coloured labour, the general economic objectives with regard to economic growth as well as the level of economic activities of a particular economic region such as the Western Cape for example, have preference. Industrialists who are reluctant to make use of Coloured labour are consequently relatively successful in their pleas for additional Black migrant labour.
- (ii) In view of the large number of Black migrant labourers present in the Western Cape at the moment, it is evident that firstly, the reservation of work in the region for members of the Coloured population group only is not strictly enforced and, secondly, that the authorities do not take strict legal action against those Blacks who are in the region illegally.
- (iii) Certificates with regard to unavailability of unemployed Coloured labour are being too readily issued to industrialists as well as the fact that the available figures of the Depart-

ment of Labour are not a true reflection of the full spectrum of the underemployed and unemployed Coloured labour potential of the relevant geographic regions. In this respect the Department of Labour pointed out to the Commission that employers who prefer to make use of Black labour, purposefully restrict their wages to low levels for this to act as a deterrent to Coloured workers, and thus truthfully being able to obtain a certificate stating that Coloured labour was not available.

In view of the above discussion, it is evident that the effective execution of the Government's labour policy within the scope of existing industrial legislative measures, has been unsuccessful in many respects. In 1977, the then Minister of Labour, Mr. S.P. Botha, appointed the Wiehahn Commission⁽²⁷⁾ to make investigations with regard to twelve Acts of Parliament in operation since 1939 and dealing specifically with the regulation of labour in South Africa. The appointment of this Commission can be regarded as an indication of the growing awareness at government level, of the shortcomings in existing industrial legislation and the need for more effective measures to implement the Government's policy with regard to Coloured labour.

CHAPTER 2

LITERATURE SURVEY

2.1 THE SCOPE AND LIMITATIONS OF PREVIOUS RESEARCH DONE ON MOTIVATION OF LABOUR IN SOUTH AFRICA

In his final comments on a review of studies undertaken on Motivation of Labour in South Africa, Backer⁽²⁸⁾ laid strong emphasis on the need for empirical research into factors which motivate not only the Black ethnic groups of South Africa but, also the Coloureds and Asiatics.

The need for a scientific research of worker behaviour in work organizations of this country has been instrumental in the limitations of previous research studies conducted locally on motivation of White and Black labour. In this regard Backer made the following comments:⁽²⁸⁾

- (i) "With the exception of studies of White mine workers very few studies of attitudes towards work and of work motivation of White South Africans have been undertaken in this country"
- (ii) "Valuable work has been done on the motivation of various African ethnic groups, but most of these studies have merely been descriptive in nature, being based on attitude and opinion surveys."

Supportive to Backer's comments are the views of Christopher Orpen⁽²⁹⁾ and Gerhard Oosthuizen⁽³⁰⁾ with regard to the limited scope of available research data on the motivation of Black labour in a South African industrial environment.

Orpen's belief is that what South African industrialists need more than anything else to serve as guidelines for the making of wise decisions with regard to local labour problems, are facts and figures derived from well-conducted empirical research into (a) the determinants of job satisfaction and (b) job performance among Black workers. Besides the lack of information on behavioural dynamics of workers, Orpen regards the nature of available data, based largely on subjective opinions (rather than empirical research), to be a further distortion of the real situation.

In view of the fact that available proposed remedies regarding the job satisfaction and job performance problems of Black workers are, as Orpen puts it, "woefully inadequate" and also that available behavioural information is to a large extent not scientifically based, he sees a great demand for hard material in this area.

Oosthuizen again contends that in view of the relatively short while that scientific personnel management techniques have effectively been applied in this country, particularly with regard to Black labour, there is still a great amount of uncertainty with regard to the particular approach managements ought to adopt towards their Black workers. Oosthuizen believes that in order to generate the scientific knowledge that is necessary to manage workers of this country effectively, extensive scientific research is still required.

2.2 THE APPLICABILITY OF OVERSEAS RESEARCH LITERATURE TO THE SOUTH AFRICAN WORK SITUATION

In view of the above discussion it is apparent that the bulk of documented research literature on worker behaviour, particularly on the aspect of motivation, available to South African industrialists, is largely based on findings of studies conducted amongst the working class of other countries. Although the teachings of these studies can be of some value to the South African industrialist insofar as it can serve to expand his knowledge of human behaviour in general as well as

to provide him with general guidelines as to how worker behaviour can be activated and controlled, he should not forget that these theses and models might not be directly applicable to the South African situation.

In an attempt to determine the extent to which theories derived from studies conducted amongst workers of other countries actually apply to our local workforce, Christopher Orpen⁽³¹⁾, when still with the Psychology Department of the University of Cape Town, set out to seek an empirical solution to the question : "Can Professor Frederick Herzberg's theories on motivation be applied to subsistence level non-Whites of this country ?" Critics of Professor Herzberg's motivator/hygiene theory⁽³²⁾ argued, that in order to help South African industrialists in their effort to motivate non-Whites, the theory will have to be re-interpreted for the local situation. It is in the light of this general contention that Orpen decided to conduct a study on 250 Black workers employed by 10 factories throughout South Africa.

The results of Orpen's study indicated that Herzberg's motivator/hygiene theory is only really applicable to a certain sector of the non-White labour force and cannot be rigidly applied to the complete cross-section of non-White labour in South Africa. In this respect the researcher remarked:

"Put another way, the results indicate that the two-factor theory was only really applicable to the Western-oriented supervisors, whose positive feelings about their jobs, like those of Herzberg's American engineers and accountants, are mainly dependent on intensive things like the provision of exciting, challenging work, much task responsibility and good opportunities for advancement.

The theory is not applicable to the Westernised Black labourer, whose positive feelings are equally dependent on both factors."

Two instruments appear to account for the failure of overseas studies as direct exemplars of the work situation in South Africa:

- (i) the studies have been conducted on White workers of mainly the U.S.A. and Europe who presumably have a different value-system from and are therefore differently motivated in the work situation to South African workers, and
- (ii) these studies do not take into account any differences in attitudes and values, as influenced by socio-economic, political and cultural factors, between workers of this country and the working classes abroad.

The one respect in which socio-economic and cultural standards of a group can have a remarkable influence on the attitude of workers of the group towards their work and the satisfaction these workers can derive from certain factors or facets of their job, is the prestige certain jobs hold for workers of a particular group. In this respect van der Merwe and Groenewald⁽³³⁾, in an attempt to explain the difference in occupational prestige between the members of the Coloured population group of this country and those of other developed countries, remarked the following regarding the prestige of the teaching profession in the Coloured community:

"Unlike other sophisticated communities, the Coloured people still hold the teaching profession of fairly high esteem."

To assume a similarity in behavioural characteristics between workers of this country and the working classes abroad, is therefore not supported by researchers. In order effectively to utilize the empirically derived theories of these researchers, we will have to determine the extent of the applicability of these theories to the South African industrial situation and will consequently have to carry out more stringently scientific

research on our local workforce. In this respect Backer pointed out the following regarding the Herzberg and Maslow theories:

"Intensive experimentation with the Herzberg and Maslow techniques, though, is required before any conclusions could be drawn on the reliability and validity of these techniques for South African conditions."(34)

2.3 CONSEQUENCES OF THE LACK OF DOCUMENTED RESEARCH LITERATURE ON BEHAVIOURAL ASPECTS OF COLOURED LABOUR

Apart from the documented literature that derived from only a very few in-depth, scientifically based studies conducted on Coloured labour up to now, most of the literature available on behavioural aspects of this group is mainly of a survey and historical nature. Characteristic of this kind of literature are the writings of researchers like A.L. Venter⁽¹⁾, S.P. Cilliers⁽⁹⁾, H. Muller⁽²³⁾, Melville L. Edelstein⁽³⁵⁾ and even the report of the Theron Commission.

On the other hand, a significant amount of in-depth research work has already been carried out on behavioural aspects of Black labour, particularly with regard to motivational and productivity aspects of these workers. In this respect, work done by Christopher Orpen⁽²⁹⁾, Wolhuter Backer⁽²⁸⁾, Simon Biesheuvel⁽³⁶⁾, the National Institute for Personnel Research⁽²⁸⁾ and the Human Science Laboratory of the Chamber of Mines⁽²⁸⁾ made valuable contributions to a better understanding of the behaviour of Black workers employed in South African industry.

It is therefore apparent that present-day industrialists are relatively well equipped with empirically derived scientific information on behavioural aspects of their Black labour force but relatively poorly equipped with similar information with regard to their Coloured labour force. This sort of "abundance" of documented research literature on the behaviour of Black workers on the one hand and the lack of similar beha-

vioural information for Coloured workers on the other hand, has led to a certain amount of confusion and misconception amongst industrialists regarding the values and needs of workers of the two groups.

The Theron Commission found this misconception of industrialists to have a significant effect on the income of semi-skilled and unskilled Coloured workers employed by companies operating in the natural labour market and pointed out the following in this regard:

" ... In the natural labour market, wages are also relatively low because of the role played by local wage scales and traditional wage levels and because some of the wages of unskilled Coloured workers are actually determined in the Bantu wage market." (22)

In view of the differences that exist in cultural, educational and social standards between members of certain sectors of the Coloured and Black groups (particularly in the case of tribal-oriented and half-tribal-oriented Black workers), as well as the extent to which political and economic factors affect the day-to-day lives of members of the two groups, it is not possible to assume similar needs, values and aspirations for all workers of the two groups employed in the same job category in industry. In this regard Vorster in an analysis of the general findings of research done by the N.I.P.R. regarding the Black worker, made the following remarks:

"The findings may serve as a warning to those who would project their own needs, values and aspirations - those of a socially, economically and industrially sophisticated person - on a tribesman or a half-tribesman. Tribal traditions create a way of life in which there is no place for individual aspirations and also none for work aspirations." (37)

The difference in values and aspirations between members of the Black population group and those of the Coloured population group is also emphasized by the findings of studies conducted by Durand⁽³⁸⁾ and Edelstein⁽³⁵⁾.

Durand, in the light of the findings of a study on worker attitude conducted locally among 150 Xhosa workers, came to the conclusion that to work with a machine holds prestige value for the Black worker. That this is definitely not the case for workers of the Coloured population group is illustrated by a list of occupation ratings that has been done among Coloureds of the Johannesburg area and included by Edelstein in the report of his study (Table 6). In terms of this information, a machine operator holds relatively low prestige value for the members of the Coloured population group and consequently, does not hold the same prestige value for members of this population group as for the members of the Black population group.

At the moment industrialists are reluctant to employ Coloured workers because of their contention that there is a lurking risk of their being "work-shy" and unmotivated.⁽²⁰⁾ One possible cause of these proposed negative personal characteristics of the Coloured worker could just as well be the use of incorrect management techniques structured along the lines of behavioural information or personal opinions that is only partly applicable, or not at all applicable to workers of this population group.

The above assumption might not be far from being correct if one considers what Douglas McGregor⁽³⁹⁾ has to say about the management of employees:

"The limits of human collaboration in an organizational setting are not limits of human nature, but of management's ingenuity in discovering how to realize the potential represented in its human resources."

2.4 A BRIEF REVIEW OF STUDIES CONDUCTED IN SOUTH AFRICA ON MOTIVATION OF COLOURED LABOUR

include Gold Plak 42, 1/25

As has already been pointed out, very little scientific research has as yet been carried out into behavioural aspects of Coloured labour. Documented scientific research literature dealing with behavioural aspects of Coloured labour in the work situation is therefore not readily obtainable. Except for a very few unpublished theses, papers delivered at conventions and a few

TABLE 6

OCCUPATION RATINGS - SURVEY CONDUCTED
AMONGST COLOURED S OF JOHANNESBURG.

OCCUPATION	SCORE	OCCUPATION	SCORE
PHYSICIAN	93	INSURANCE AGENT	69
UNIVERSITY PROFESSOR	90	MANAGER OF SMALL STORE	67
LAWYER	89	POSTMAN	66
DENTIST	88	PLUMBER	65
MINISTER	87	BARBER	63
SCHOOL TEACHER	81	MACHINE OPERATOR	63
BUILDING CONTRACTOR	80	MECHANIC	62
ARTIST (WORKS EXHIBITED IN GALLERIES)	78	TRUCK DRIVER	59
WRITER OF NOVELS	78	CLERK IN SHOP	56
MUSICIAN IN SYMPHONY ORCHESTRA	78	WAITER	49
ELECTRICIAN	76	TAXI DRIVER	49
OWNER-OPERATOR OF PRINTING SHOP	75	BARTENDER	48
TRAINED MACHINIST	75	FARM HAND	48
WELFARE OFFICER	74	JANITOR	48
POLICEMAN	72	REFUSE COLLECTOR	39
BOOKKEEPER	70	STREET SWEEPER	36

SOURCE: M.L. EDELSTEIN: "WHAT DO
COLOURED S THINK"?

articles reflecting individual opinions on Coloured worker behaviour, most of the researches that have been conducted on members of the Coloured population group up to now, are of a mainly survey and historical nature.

A leading characteristic of the presently available research literature on Coloured labour is that it deals with only one aspect of motivation, i.e. what the worker wants from his job. It is typical of most of these studies that they use Herzberg's methodology for obtaining information on the job factors or facets that lead to feelings of satisfaction or dissatisfaction on the part of the Coloured worker.

Since the majority of these studies are mainly concerned with establishing the particular outcomes that the Coloured worker seeks in the work situation ("Content Theory") and not with how he will behave in an attempt to obtain or avoid these outcomes ("Process Theory"), they provide only a partial solution to the "problem" of motivation of Coloured labour in an organizational setting. In terms of E.E. Lawler's⁽⁴⁰⁾ contention (see Chapter 3), the effective motivation of workers hinges not only a knowledge of why something is a goal and what kind of objects or outcomes will be sought, but also why only particular outcomes are sought and others avoided and why the worker pursues the goal in the manner he does. Z

However, notwithstanding the limitations of these studies, they still provide some insight into some aspects of motivation of the Coloured worker and as such have made a valuable contribution in their own right to our present extent of knowledge in this respect. For this reason, the most important findings of some of the well-known studies on Coloured worker behaviour, particularly with regard to the aspect of motivation of Coloured labour, will now be briefly discussed.

- 2.4.1 M.A. Beezhold (Nov. 1975) - "A Study of Job Orientation and Motivation in Different Groups of White and Coloured Employees" - an Unpublished D. Phil Thesis submitted to the University of Stellenbosch

This study was carried out on a total number of 782 respondents consisting of 577 White, 194 Coloured and 11 Black respondents representative, of 15 basic groups of employees of South African Industry.

The primary objectives of the study were to determine, by means of questionnaire data, (a) the factors which influence motivation in the work situation, (b) the relationship between motivation and satisfaction and (c) the role of the drive to achieve. The study was conducted within the framework of Herzberg's motivator/hygiene theory and was consequently mainly concerned with establishing the particular motivator and hygiene factors that have the most dominant influence on the behaviour and attitude of the different groups of White and Coloured employees considered in the study.

In the final summary of the study, Beezhold made the following important remarks on the findings:

1. The biographical, educational, occupational and life style factors which influence motivation were found to differ between White and Coloured respondents.
2. Actual motivators experienced differed in the White groups between Teacher/Research Worker occupations on the one hand and Manager/Salesman occupations on the other. Motivators were also influenced according to whether the work situation was characterised by stress or not. Coloured and White respondents were alike in desiring motivation from motivator rather than hygiene factors.
3. A significant difference between motivators experienced and desired was found to be related to labour turnover, with the emphasis on motivator deprivation and an increase in the role of hygiene.
4. The most frequent single factors causing dissatisfaction were found to be interpersonal relationships with supervisors and peers, while salary caused dissatisfaction in groups from a poor economic background.

5. Coloured and White respondents who showed a desire to achieve, obtained significantly higher scores on the achievement motivation questionnaire than both White and Coloured respondents who showed no interest in achieving. White respondents who wanted to achieve scored significantly higher than Coloured respondents who wanted to achieve and this is thought by Beezhold to be the effect of employment opportunities available to each group.
6. Certain common factors inherent in the make-up and aspirations of both White and Coloured respondents were found to contribute towards achievement motivation scores. Contributing factors which differed between the groups were influenced by the nature of the work situation.
7. Factors which influence productivity in a sales group were found to be connected with the salesman himself and were not related to external influences or the work environment.

With regard to the achievement motivation of Coloured and White workers, Beezhold found that Coloured workers want "pure" motivators (i.e. those factors classified by Herzberg as satisfiers) in the work situation just as White workers do and they are not interested in hygienics as motivators. In the light of this finding Beezhold came to the conclusion that given the same level of education, the same job expectations and opportunities, the motivation potential of these groups in their work situation is not likely to differ.

The most important factors which contribute towards the achievement motivation scores of Coloured workers were found to be the desire for further qualifications followed by age, the desire for advancement and a formalistic life style (i.e. a life style that is fairly inflexible, task orientated, very structured and ordered).

2.4.2 M.A. Beezhold - "Motivation and the Coloured Worker" -
A study conducted by the writer while in the employment
of Sanlam (now with the N.I.P.R.) for a talk delivered
by Mr. Fred Harris, managing director of Model Develop-
ment Construction Company, at the I.P.M. Convention on
People and Profits, Johannesburg 1973

The study was carried out on 102 Coloured employees drawn from a construction company, wholly managed by Coloureds and an insurance company, wholly managed by Whites, both operating in the Cape Peninsula.

The objectives of the study were mainly to identify factors which motivate or dissatisfy Coloured employees in the work situation, and for the purpose of obtaining the relevant information a modified Herzberg semi-structured interviewing method has been used.

The subjects were all Coloured workers employed in eight different job categories which included white collar workers, skilled artisans and operators and unskilled workers of whom 24 were employed by the construction company.

The results of this study indicated that Herzberg's classification of motivator and hygiene factors cannot rigidly be applied to Coloured workers. Three of Herzberg's hygiene factors for example, emerged as motivators in this study. These factors were salary, which was found to be the most important motivator, company policy and working conditions.

A new factor, namely training, not appearing in Herzberg's list of motivator factors, was also classified as a motivator in this study. Also, one factor classified by Herzberg as a motivator was classified in this study in the hygiene category, work itself.

A comparison of the final classification of motivator and hygiene factors as determined in this study with Herzberg's classification is indicated in the results of the study as follows:

MOTIVATORS

HERZBERG'S

achievement
recognition
work itself
responsibility
advancement

COLOURED WORKER

salary
scope for advancement
company policy
recognition
training
working conditions

HYGIENE FACTORS

company policy
supervision
salary
interpersonal relationships
working conditions
status
job security

interpersonal relations
job security
work itself
supervision

In her comments on the findings of the study, Beezhold pointed out that salary was specifically seen as a vital for meeting basic needs. Linked to this was company policy, with particular reference to a pension fund. Poor economic background as well as low salary level are pointed out as factors that contribute towards making salary a motivator.

An interesting finding that derived from this study was the difference in conception with regard to Herzberg's motivator factor, "advancement" and "scope for advancement", identified as a motivator factor in this study. Whereas the former refers to actual advancement in the job, it was found that for the Coloured group it meant the possibility of proceeding further in a job.

In the opinion of Beezhold the importance of training as a motivator factor for Coloured workers is instrumental in the fact that most members of the Coloured population group are forced to leave school in order to start contributing to the family income. Many of these workers therefore lack the educational qualifications which would enable them to firstly, choose the type of work they might prefer and secondly, bargain for their services. A job which provides some sort of training is consequently viewed by the Coloured worker as putting him in a better status rating on the labour market.

The importance of working conditions as a motivator factor was found to be largely related to the poor standard of working conditions to which workers of the group are being subjected. It was therefore found that Coloured workers are very conscious of the differences in both accommodation and other facilities offered to Coloured and White employees.

With regard to the hygiene factors it was found that interpersonal relations was overall the factor mentioned most frequently in connection with jobs and poor interpersonal relations was the greatest source of dissatisfaction.

Job security, the second most important hygiene factor identified in this study, was found to be related to economic circumstances. In view of this finding it can therefore be said that fluctuations in the economic state of the industry will also result in fluctuations of the "hygiene" of the job security factor.

The occurrence of work itself as a hygiene factor is viewed by Beezhold to be instrumental in the fact that because of the necessity to start earning at an early stage in their life, the Coloured work-seeker is not in a position to choose a particular type of work but must take what he can get. He is therefore very preoccupied about the content of his job and job content can thus be a dissatisfier because of its high rating for him.

2.4.3 H.B. Walsh (Nov. 1975) - "Effective Utilization of Coloured Employees" - Unpublished Master's Degree Thesis, University of Cape Town, 1975

Walsh, like Beezhold in her two studies previously discussed, also made use of Herzberg methodology to obtain relevant behavioural information. However, unlike Beezhold who made use of modified Herzberg techniques, Walsh adopted a questionnaire based on the original Herzberg critical incident format, except that he, for reasons not specified anywhere in the thesis, omitted question No. 11 of Herzberg's original list of questions.

Question No. 11 of Herzberg's original questionnaire reads as follows: "Did what happened change the way you felt about your profession ? How ?"

That the missing empirical information related to the above question of Herzberg's self-reporting questionnaire could have had a distorting effect on the results of Walsh's study, is very likely if considered in the light of the reason why Herzberg actually decided to include this particular question in his final questionnaire:⁽⁴¹⁾

"Criticalness, we discovered, has many components. The questionnaire we finally developed attempted to attack several of these components. Second, the respondent was asked whether his attitude towards any given individuals, towards his company, and towards his profession had been affected. The answers to these questions form the basis, in part, for later estimates of "attitudinal" effects."

However, notwithstanding this particular limitation of the study, it still constitutes one of the few scientifically based research studies, available on Coloured labour at present.

The major aim of the study was to determine the particular factors which have the greatest impact on the Coloured employees of an asbestos cement factory in the Western Cape.

For the purpose of the study, a representative sample of 50 out of 86 Coloured employees of the company was selected. The sample included workers from all major sections of the organization.

With regard to the general applicability of Herzberg's two-factor theory to Coloured labour of this country, the findings of this study are confirmed by those of Beezhold's study - "Motivation and the Coloured Worker." The findings of Walsh's study therefore also indicate that Herzberg's classification of Motivator and Hygiene factors is not rigidly applicable to Coloured labour of this country and that many of the factors which Herzberg classify as hygiene factors, are actually motivators for Coloured workers.

However, although generally in agreement with regard to the applicability of Herzberg theory to the local Coloured labour situation, the actual findings of the two studies differ in many respects.

1. The hygiene factors classified as motivators by Beezhold, do not assume the same relative importance in the classification of Walsh. Whereas Beezhold classified the hygiene factor, salary, as the most important motivator, Walsh's classification indicates the hygiene factor, interpersonal relations, as the most important motivator of the Coloured worker.
2. Whereas Beezhold makes mention of a new motivator, training, Walsh does not indicate similar findings.
3. The findings of Walsh's study indicate that some factors can lead to both feelings of dissatisfaction and satisfaction. In this respect factors like salary, company

policy and administration, work itself, were found to have dual characteristics, i.e. for some workers they can act as motivators, for others again as hygiene factors. This finding is not confirmed in the study of Beezhold.

4. Walsh's classification of factors as either motivators or hygiene factors does not fully corresponds with that of Beezhold. Whereas Walsh classifies factors such as job security and interpersonal relations as motivators, Beezhold again contends that they are hygiene factors.
5. Whereas Walsh makes mention of supervisory abilities as a hygiene factor in his study, Beezhold does not indicate this factor at all.

The fact that the findings of the two studies differ to some extent can probably be attributed to factors such as:

1. The two researchers made use of differently structured (and worded) questionnaires that resulted in different responses from the workers and consequently different information being obtained for analysis.
2. Beezhold's sample included subjects from two different companies with diverse physical environments, working conditions, different company policies and management systems as well as a different management staff (one wholly White, the other wholly Coloured), while Walsh's sample included only subjects from one single company with many of the abovementioned factors being more or less a constant for all the subjects.

In the light of the above factors it can be said that differences in the findings of the two studies are mainly due to differences in the format of the questionnaires and the methods used for obtaining the relevant empirical information as well as to the scope of the two studies, particularly with

regard to sample size, number of different job categories and types of industries considered in each study.

On the basis of the scope of the two studies it could be concluded that whereas Walsh's findings might be a reflection of the feelings of a particular group of workers, i.e. those of the asbestos cement factory only, Beezhold's findings are representative of the feelings of a greater cross-section of the Coloured labour force.

2.4.4 S.P. Cilliers - "Absenteeism in Cape Industries" -
A summary report on findings of research undertaken
on absenteeism amongst Coloured workers in industry
in the Western Cape; Department of Sociology,
University of Stellenbosch, December 1977

Although the primary objective of the study (regarded as a pilot study) was actually to investigate the "alleged" problem of absenteeism amongst Coloured workers in Western Cape industry, worker motivation and satisfaction, as factors instrumental in phenomena such as labour turnover and absenteeism, were also considered.

Motivation was again tested in terms of the Herzberg theory. Two critical incident questions were asked of workers, relating to dissatisfaction and satisfaction. The rank order of the frequency with which some of Herzberg's Motivator and Hygiene factors were mentioned by the respondents, emerged from the study as indicated below:

			RANK ORDER	
FACTORS			MOTIVATORS	HYGIENE FACTORS
			(Leading to satisfaction)	(Leading to dissatisfaction)
M	1	Work itself	2	3
M	2	Recognition of success	7	7
M	3	Opportunity for promotion	-	8
H	4	Relationship with superiors	1	1
H	5	Relationship with equals	3	6
H	6	Company policy	6	2
H	7	Physical conditions	5	4
H	8	Wages	4	5

As was also indicated by the studies of Beezhold and Walsh, the findings of this study show that Herzberg's motivator/hygiene theory does not rigidly apply to the South African labour situation. The findings of Walsh's study, that some of Herzberg's factors can actually lead to both satisfaction and dissatisfaction in Coloured workers, is confirmed in this study. As indicated by the above findings, except for Herzberg's motivator, "advancement" (referred to in this study as "opportunity for promotion" as in the study of Beezhold), motivators such as work itself and recognition of success (referred to by Herzberg as "recognition for achievement"), gave rise to both feelings of satisfaction and dissatisfaction in the subjects.

Most striking about the findings of this study is that the same factor, i.e. recognition of success, which emerged as the most important motivator of the subjects, was also found to be the most important factor leading to feelings of dissatisfaction in the workers. Similar findings have not been made by Beezhold or Walsh.

The fact that both Cilliers' and Walsh's studies indicate that many of Herzberg's factors can take the form of a motivator as well as a hygiene factor, completely refutes the Herzberg two-factor theory within the context of the South African Coloured labour situation. The finding that with regard to some job factors, satisfaction and dissatisfaction actually exist on a single continuum running from dissatisfaction through neutral to satisfaction and that the same job facets can influence feelings of satisfaction and dissatisfaction, is in complete opposition to what Herzberg's theory postulates.

On the strength of the Cilliers' and Walsh's studies it can therefore be concluded that Herzberg's motivator/hygiene theory holds very little application for the Coloured labour force as a whole.

Apart from the findings discussed above, interesting relationships between the level of motivation of Coloured workers and deviant industrial behaviour also emerged from the study. These relationships are summarized by Cilliers as follows:

1. As workers react more to hygiene factors (dissatisfaction), higher absence and turnover rates will occur;
2. As workers react more to motivator factors (satisfiers), lower absence and turnover rates will occur;
3. Absenteeism and labour turnover will decrease as wages and attractiveness of the work itself will increase;
4. Absenteeism, and especially labour turnover, will decrease as relationship with management improves;
5. Labour turnover, and especially absenteeism, will increase as relationships between workers improve.

The findings of this study therefore indicate that both absenteeism and labour turnover tend to vary inversely with satisfaction and positively with dissatisfaction.

The finding that there exists an inverse relationship between satisfaction and labour turnover and a positive relationship between dissatisfaction and labour turnover, is to some extent confirmed in the study of Beezhold. In this respect Beezhold found that "pure" motivator deprivation i.e. the deprivation of those factors referred to by Herzberg as leading to feelings of satisfaction, is an important contributor to labour turnover.

2.4.5 Christopher Orpen - "Alienation from Work: An Empirical Study with White and Coloured White-Collar Workers in South Africa" - S.A. Journal for Sociology No. 8, September 1973.

In this study an attempt has been made by Orpen to establish the extent to which wider societal and community factors, extraneous to the work situation, are instrumental in feelings of alienation and dissatisfaction amongst Coloured workers.

The study took as a base the Mertonian model⁽⁴²⁾ which maintains that anomic conditions exist for a given group of persons where there is a perceived imbalance (or disjunction) between those norms that define the "appropriate goals" ("socially-approved goals") and the norms that define the "appropriate means" or channels for realizing these goals. In the light of Merton's proposals, Orpen argued that because the economy places an equal demand for achievement on both Coloured and White workers and since both experience the same cultural drives for achievement, but since Coloured Workers do not have the same opportunities for realizing their goals and also receive a much smaller pay than their White counterparts,

- (i) "Coloured workers should feel more alienated than White workers doing the same job,
- (ii) Coloured workers should perceive themselves to be significantly more discriminated against than White workers,
- (iii) Coloured workers should be less satisfied than White workers doing the same job."

To test these predictions Orpen conducted a study on 62 Coloured accounting clerks and 72 White accounting clerks with the same academic qualifications and doing the same kind of work:

The three predictions mentioned above were confirmed by the findings of the study.

More precisely, the results indicated that Coloured clerks saw themselves as being denied opportunities for advancement to a significantly greater extent than the White clerks. As predicted by the Mertonian model, the Coloured clerks also felt markedly more alienated than the White clerks in terms of powerlessness and normlessness and were also more dissatisfied with their jobs than the Whites, "even though the nature of the work was essentially the same in both cases."

Also an important finding of the study is that wider societal and community factors can have a remarked effect on the satisfaction that the Coloured worker derives from certain facets of his job. For this reason Orpen believes that any conceptualization of job satisfaction that does not take into consideration the influences of the social system to which the worker is exposed away from his place of work, is likely to be inadequate.

In terms of the findings of this study it is apparent that the effective motivation of Coloured workers is not only affected by factors related to the work place alone, but also by factors related to the social, political and economic structure of the wider South African society. The fact that these factors can give rise to feelings (such as dissatisfaction and alienation) that have a negative effect on the motivation of the Coloured worker, is also supported by the views of S.P. Cilliers⁽⁷⁾ and M.K. du Toit⁽³⁾.

Cilliers' conclusion is that the existence of a colour bar in South Africa, which permeates the whole structure of employment,

results in discrimination with regard to wage and salary levels, working conditions and job opportunities. It also often influences evaluation of personnel, and leads to situations in which the capacities and aptitudes of individuals are not fully utilized. The functioning of these factors in turn leads to frustration, disillusionment and "consequently negative motivation on the part of the Coloured worker." Cilliers therefore believes that the South African social structure creates a situation in which the Coloured worker has a low labour productivity.

Du Toit, arguing more or less along the same lines as Cilliers, contends that the inferior position of the Coloured in the social structure of South Africa as well as the feedback they receive from Whites give rise to a low level of self-esteem and a feeling of inferiority amongst Coloureds. The feeling of inferiority experienced by the Coloured, du Toit sees as resulting in a negative evaluation of the worker himself that in turn gives rise to a belief of being incapable and consequently unwilling to accept responsibility.

The low level of self-esteem on the other hand, has the effect of persuading the Coloured worker that his chances of success are comparatively by far less than his chances of failing. In du Toit's opinion, these beliefs have a negative influence on particularly (a) the achievement motivation of the Coloured worker and (b) his willingness to accept tasks that require a certain amount of autonomy.

Since the findings of Orpen's study as well as the contentions of Cilliers and du Toit all point to the fact that discriminatory laws and the tendency of Whites to view Coloureds in terms of traditional racial or ethnic stereotyping have a negative influence on the satisfaction and motivation of the Coloured, it is possible to argue that the removal of these discriminatory laws and practices plus a change in the attitude of the White South Africans could result in a higher level of motivation of the Coloured. It could also be argued that un-

less these laws are changed for the better and White South Africans start viewing Coloureds as just fellow citizens and equals and also behave towards them in a manner which is consistent with such beliefs, it is very unlikely that local industrial concerns will have much success in an attempt to positively influence the motivation of their Coloured employees.

GENERAL COMMENTS

At the moment, documented scientific research literature on behavioural aspects of Coloured labour, particularly with regard to the aspect of motivation of Coloured labour, is difficult to obtain. The difficulty in obtaining this literature might not be entirely the consequence of a lack of research on the subject. It might just as well be due to the fact that many of the studies that have been conducted on motivation of Coloured labour up to now are unpublished or probably hidden away in the filing cabinets of private companies and local research bodies.

In order to encourage further research on motivation of Coloured labour and also to take stock of what has been done in this regard up to now, it will appear that an in-depth review of presently available research literature is sorely needed.

Although the review of this study did not at all aspire to cover the complete scope of research that has been done on the motivation of Coloured labour up to now, it was, nevertheless, an attempt to take stock of the findings of some of the available research studies on the subject.

Deriving from the investigation of the results of these studies are a number of important findings:

- (i) The results of most studies indicate that Herzberg's two-factor theory is not rigidly applicable to the South African Coloured labour situation.

- (ii) There exist a certain amount of disagreement amongst researchers with regard to the factors that motivate the Coloured employee in the work situation.
- (iii) There exist a certain amount of agreement amongst researchers that the motivation of Coloured workers is also influenced by societal and community factors, in particular the discriminatory policies and practices that arise from the political structures of the country.

CHAPTER 3

THEORY

3.1 MOTIVATION IN PRACTICE - IMPORTANT BUT COMPLEX

In an industrial environment like ours in South Africa as well as other developed parts of the world today, a relationship of mutual dependency has developed between man and the organization he is working for. Currently, South African society is dominated by organizations, both formal and informal and the efficient functioning of these organizations has become a critical determinant of the comfortable existence of our communities.

It is therefore in the interest of both the organization, the worker employed by it and the community it serves that all available resources should be applied in the most effective manner possible. Labour as has been pointed out by the Minister of Labour, Mr. S.P. Botha⁽⁴³⁾, is one of the resources that can be regarded as a key factor in the South African economy. In his official opening address of the 1977 three-yearly National Conference of the South African Municipal Employees Union, the Minister also strongly emphasized the importance of the behaviour of workers and the creation of healthy labour relations in the work situation as determining factors for maintaining a balanced rate of economic growth in this country. In this respect the Minister pointed out:

"Die handhawing van interpersoonlike verhoudings, doeltreffende kommunikasie, voortreflike leidinggewing en die ontwikkeling en optimale benutting van menslike hulpbronne moet hoë voorkeur en die ernstige aandag van elke belanghebbende op die arbeidsfront geniet."

In order effectively to utilize the labour resources of this country, as requested by Minister Botha, it is of cardinal importance that managements of industrial concerns should have an in-depth knowledge of the extent to which individual and situational factors affect the behaviour and attitude of their workers, when at work and even when away from work.

A The one aspect of worker behaviour that is of particular interest to the manager and that in the opinion of behavioural scientists is a major determinant of worker performance, is the motivation of the worker. What makes workers "tick", is the headache of certainly a great number of industrialists.

A The way in which workers perform their roles in organizations and the level at which they perform these roles is said to be a direct function of the motivation of the worker. "People seldom join organizations, nor do they perform their roles effectively if they are not motivated".⁽⁴⁴⁾ Due to the fact that organizations control much of what happens to employees for eight hours of the day, it is in their own interest to seek information on the factors that affect the motivation and consequently the performance of the worker in the work situation.

A [What is motivation and how is it defined ?] (*)

The literature surveyed indicated that there appears to be very little agreement amongst behavioural scientists regarding a rigid definition for motivation and exactly which types of behaviour should be classified as motivated behaviour. Vroom⁽⁴⁵⁾ uses the term motivation to refer to a process governing choices made by persons or lower organisms amongst alternative forms of voluntary activity. Meyer Feldberg⁽⁴⁶⁾ defines motivation simply as something that excites the organism to action. His contention is that "motivation can be explained as being a psychologically determined need or drive, the satisfaction of which will enable the individual to move towards a state of equilibrium which will be gratifying to his well-being."

E.E. Lawler⁽⁴⁷⁾ reports that at the present time there seems to be some agreement amongst researchers that a distinguishable characteristic of motivated behaviour is that it is goal-directed and under control or voluntary control.

In the classic performance model, (Figure 1), performance is expressed as being a function of both ability and motivation. Researchers⁽⁴⁸⁾ are of the opinion that it is the multiplicative combination of motivation and ability that determines the level of performance of the worker. In the model both motivation and ability are thought of as varying between nought (0) and one (1) and, since the equation calls for a multiplicative combination of the two variables, if either one of the two is low, performance must be low.

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$$\boxed{\text{PERFORMANCE}} = \boxed{\text{ABILITY}} \times \boxed{\text{MOTIVATION}}$$

CLASSIC PERFORMANCE MODEL

FIG. 1

In view of the above argument it is apparent that the bulk of performance problems of workers, employed in the construction industry for example, are related to either the ability or the motivation of the worker. In the final analysis of any performance problems therefore, the manager will have to establish to what degree the problem is due to poor ability, or to a low level of motivation of the worker.

The performance model of Figure 1 is of course based on the hypothesis that all physical and job factors that could adversely affect the performance of the worker, are of a satisfactory standard. On a civil engineering construction site for example, the physical and job factors that could probably affect the performance of the worker are:

(a) The condition of the plant and equipment used by the workers as well as the availability of small tools such as 10 lb hammers, measuring tapes, paint brushes, shifting spanners, etc. If the plant is not in a proper operating condition, continuous breakdowns can also have a profound effect on worker performance.

(b)

Work space and work environment - unstable and improper working platforms for formwork erection purposes, deep, narrow trenches, etc. can all affect the performance of the worker adversely.

(c)

Work methods - of particular relevance to joinery shops and mechanical workshops as subsidiary units of a construction company. Also important in on-site operations such as excavation of trenches, laying of pipes, the building of catchpits and manholes, the erection of bridge formwork, laying of kerbs, etc.

(d)

The supply of material to site and the distribution of this material on site. Any delay in the supply of material and construction equipment does not only affect the overall job-programme but also the performance of the worker.

If these variables are maintained at a satisfactory standard and cannot in any way affect the performance of the worker then the variables of the model of Figure 1 become the major determinants of worker performance.

Due to the relationship that exists between motivation and performance, motivation can be regarded as a key human factor in the effective achievement of company objectives. The level of motivation of individual employees in the organization can consequently be regarded as instrumental in the overall success of the company.

In view of the importance of motivation as a determinant of the overall success of organizations, Gellerman⁽⁴⁹⁾ defines the two primary functions of the manager of any work organization as follows:

(a)

to increase productivity (input versus output) by making the work easier to perform and

(b)

to motivate the workers to take full advantage of these new techniques and methods.

P However, whereas a solution to problems related to the first function of the manager is easily attainable with the use of management techniques such as "Work Study"⁽⁵⁰⁾ for example, a solution to problems related to the second function is by far more complex. The primary factors contributing to the complexity of human behaviour and consequently the motivation function of the manager, appear to be mainly the following:

- ✓ (i) the diversity of worker behaviour in the work situation.
 - ✓ (ii) the scope of factors with an influence on the motivation of workers.
 - ✓ (iii) the nature of motives.
 - ✓ (iv) the deceptive qualities of motivated behaviour.
- (i) S.G. Gellerman⁽⁵¹⁾ describes the diversity of human behaviour very tactfully in the following phrase:

"The first and most important thing to be said about motives is that everybody has a lot of them and that nobody has quite the same mixture of them."

- ② Gellerman's contention is that it is impossible to derive a single motive or set of motives that will determine how all workers will react to all jobs at all times. He postulates that at various stages in their career and on their way to maturity, workers
- acquire different needs and therefore different motives. So we have the situation where some members of a work-group work chiefly for money, others work chiefly for security, others to satisfy social needs and still others to satisfy esteem needs, at any particular time.

In terms of the above argument, different groups of workers in an organization will therefore be motivated by different needs at any one time and the dominant needs of a group or individuals in a group will change with time and/or satisfaction of the dominant needs. Motives are therefore dynamic. This dynamic characteristic of motives is probably one of the major causes of the difficulty scientists and managers have in understanding motivation fully and using it effectively as a management technique for increasing worker performance.

(ii)

→ The effective motivation of workers is normally subject to the functioning of a host of factors of which the following are generally regarded as the most important ones:

- (a) Sociological factors - the living conditions of the workers, how and where they grew up, the size of the household, etc. ✓
- (b) Political factors - with special reference to the South African situation - job reservation, wage discrimination, traditional and conventional beliefs, race discrimination and favouritism, group areas, etc. ✓
- (c) Psychological factors. ✓
- (d) Cultural factors - in this respect, a study recently conducted by Christopher Orpen on 250 Black factory workers of South African industry, indicated that tribal-oriented and Western-oriented Black labouring groups place different stress on a number of features of their jobs, although doing essentially the same kind of work. ✓

(31)

- (e) Economic factors - fluctuations in the economic state of the country giving rise to a shortage of adequate job opportunities and a need for job security in the workforce. ✓
 - (f) Managerial factors - company policy with regard to promotion, wages, bonuses, increases, etc. ✓
 - (g) Social factors - labour relations in the work situation. ✓
 - (h) Leadership factors - the attitude of the foreman, foreman/subordinate relations, etc. ✓
- (iii) A further complication of the motivation task of the manager is brought about by the nature of motives. Due to the fact that motivation is an internal psychological process that managers cannot see, they can only assume its presence (or absence) by observing working behaviour⁽⁵²⁾. It is therefore difficult to make an accurate assessment of the motives of workers. If workers are eagerly busy at their tasks, the manager can assume that they are motivated, but the actual reasons why they are motivated are still unknown.
- (iv) Due to the fact that motives are dynamic, they operate in a rather devious fashion that can be quite deceptive. The three most deceptive qualities of motivated behaviour are pointed out by Gellerman⁽⁵³⁾ to be mainly the following:
- (a) "Masking" - that has the effect of concealing potentially important motives so well that they appear not to be present at all.

- (b) "Substitution" - the substitution of one motive for another; normally because the worker is obstructed or limited to satisfy the dominant motive.
- (c) "Maturation" - concerns the gradual shifting of motives due to maturation of the individual.

Other important deceptive qualities of motivated behaviour have been pointed out by R.M. Hodgetts⁽⁵²⁾ to be the following:

- (a) The same type of behaviour from two different persons does not necessarily represents the same needs or motives. Hodgetts explains this kind of behaviour as follows:

"One person may speak in a cocky manner because he is certain of his subject and feels there is no one more qualified to speak on the topic than he. Another person may use the exact same approach to hide his feelings of insecurity. The former may be fulfilling either esteem or self-actualization needs, while the latter is fulfilling a safety need."

- (b) Whereas some people may be motivated for a great deal of their time by higher level needs such as social or esteem needs, other may continuously be motivated by lower level needs such as physiological needs.

Despite all the problems that go with it, motivation still remains one of the manager's most important functions. For this reason, managers should be equipped with a basic knowledge of fundamental theories of motivation as well as the extent to which these theories are applicable to members of the workgroup. In this regard Hodgetts⁽⁵²⁾ remarked:

"If the manager is to be successful in getting the workers to attain organizational objectives, he must understand at least the fundamentals of motivation."

Hodgetts also contends that in order effectively to motivate workers in the work situation, the manager must know which need(s) require satisfaction, and whatever approach the manager takes to motivate these workers will be based on his "assumptions" about the worker and his need - satisfaction. (52)

Intelligent assumptions about worker needs and behaviour can only be made on the basis of a reasonable knowledge of fundamental theories. An introduction to some of the most widely recognized theories of human behaviour should therefore be an ideal starting place since it may serve to develop a better understanding of the motivation of the Coloured worker in the construction industry of the Cape Peninsula.

3.2 THE GROUPING OF MOTIVATION THEORIES

Theories of motivation are generally categorized into two broad groups: (54)


- (i) ~~X~~ "Content" or "Substantive" theories
- (ii) ~~X~~ "Process" or "Mechanical" theories

The theories of each of these groups are thought of as dealing with only a particular aspect of worker motivation. A knowledge of the theoretical concepts underlying each group of theories and the significance of the theories of a particular group for the effective motivation of workers is therefore of fundamental importance. As an introduction to some of these concepts and how they relate to worker motivation, each group of theories will now be briefly discussed.

3.2.1 Content or Substantive Theories

Content or substantive theories are mainly concerned with what it is within the individual or the environment that stimulates or sustains behaviour. These theories mainly endeavour to explain the nature of human needs and drives and deal mostly with why certain outcomes such as pay, promotion or job security are sought and others avoided.

E.E. Lawler contends that for these theories to explain fully the attractiveness of outcomes as they are valued by the worker, they must necessarily deal with three separate but interrelated questions as noted below.⁽⁵⁵⁾

- 
- (a) What it is about the nature of the individual that causes outcomes to be attractive to him ?
 - (b) What general classes or groups of outcomes do people find attractive or unattractive ?
 - (c) What factors influence the attractiveness or desirability of outcomes; that is how does the desirability of outcomes change over time and why do individuals differ in the importance they attach to various outcomes.

In Lawler's opinion, the Hierarchical Theory of Abraham Maslow⁽⁵⁶⁾ is one of the few Content Theories that provide answers to all three questions. Supportive of Lawler's view is the great amount of attention that Maslow's theory has received amongst behavioural scientist up to now and the extensive research work that has already been conducted within the framework of Maslow's Hierarchical Theory.⁽⁵⁷⁾

In view of the popularity and general acceptance of Maslow's Hierarchical Theory as the most suitable content theory for studying the nature of human needs and drives in work organizations, it has been decided to make use of the theory also in this study.

Content theories can also be further subdivided into two distinct views of the nature of man. The one represents man as being driven by inherited, conflicting, unconscious drives that cause him to behave in instinctual and at times self-destructive ways. The second view represents man as being rational, aware of his goals and behaving in a way that he feels will help him to achieve his goals most effectively.

Behavioural scientists contend that the distinction between these two theories of the nature of man is very important from a management point of view since, the acceptance of any one of the two views normally determines the particular management style favoured and practised by management. Therefore, when the instinctual model is accepted, it is most likely that the management of an organization will be structured so as to control, monitor and direct the behaviour of the worker. Conversely, when the rational model is accepted, management will be more prepared to delegate, and will make use of goals to motivate their workers instead of directing them.

These two views of the nature of man have been referred to by Douglas Mc Gregor⁽³⁸⁾ as the "Theory X" and "Theory Y" approaches to the management of employees. Mc Gregor suggests that behind every managerial decision or action are assumptions about human nature and human behaviour. One set of such assumptions, his "Theory X", is that most people must be coerced, controlled, directed and threatened with punishment to get them to put forth adequate effort towards the achievement of company objectives. The other set of assumptions, his "Theory Y", postulates that a worker will exercise self-control and self-direction in the service of objectives to which he is committed.

Although psychologists have proved the behaviour of people to be irrational at times, as in the case of mentally disturbed people for example, they are also of the opinion that the vast majority of human behaviour is in fact goal directed and to a large extent rational. For this reason Mc Gregor's Theory Y assumptions of the nature of man are regarded by many supporters of modern motivation theory as the most promising approach

to adopt for motivating workers in organizations.

3.2.2 Process or Mechanical Theories

Process or mechanical theories are normally referred to as "theories of motivation" and are fundamentally concerned with how behaviour is initiated, directed, sustained and halted. These theories endeavour to fully explain and predict behaviour.

In terms of the documented literature available on Process Theories, it will appear that up to now the work on theories of motivation has converged into basically two streams of thinking, viz:

- (i) Drive Theory
- (ii) Expectancy Theory

Of the two, Expectancy Theory appears to be the most popular and widely used for studying worker motivation in organizations. Supportive of this view are the writings of R.M. Hodgetts concerning the usefulness of expectancy theory for providing insights into certain areas of motivation. In this regard Hodgetts makes mention of the fact that studies, employing expectancy theory, conducted amongst employees ranging from production line operators to managerial personnel, working in both private and public organizations, have proved very successful in providing insight into certain aspects of worker motivation. (52)

In view of the success that has already been obtained with the use of expectancy theories in motivation studies, it has been decided to make use of an expectancy theory approach in this study too. This decision was also further influenced by the fact that expectancy theory links up logically with Maslow's Hierarchical Theory discussed earlier.

In essence expectancy theory postulates that an individual will generally be a high performer when he:

- (a) sees a high probability that his effort will lead to high performance,
- (b) sees a high probability that high performance will lead to outcomes,
- (c) and views these outcomes to be on balance positively attractive to himself.

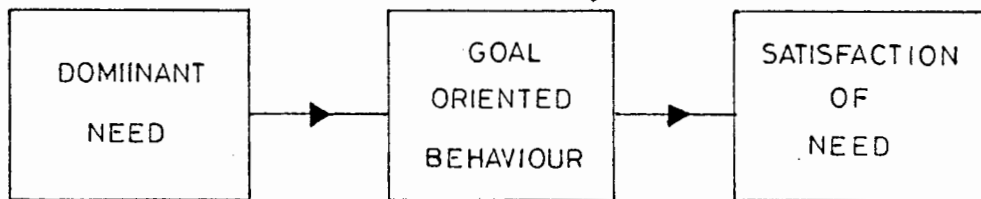
Of all expectancy theories developed up to date, E.E. Lawler's model is considered by researchers⁽⁵⁹⁾ to be the most fully developed one. For this reason it has been decided to adopt Lawler's "Expectancy - Valence" model also in this study for the analysis of worker behaviour.

In summary, it can be said that, whereas Content Theories endeavour to explain WHY only some outcomes are sought and others avoided by workers, Process Theories are mainly concerned with explaining HOW these outcomes are sought. In order to effectively motivate workers in construction organizations then, managers should not only know WHY their subordinates seek outcomes of a particular type, but should also be able to predict HOW these workers will behave in an attempt to obtain these valued outcomes.

3.3 THE NATURE OF WORKER NEEDS AND DRIVES WITHIN THE CONTEXT OF "MASLOW'S HIERARCHY OF HUMAN NEEDS"

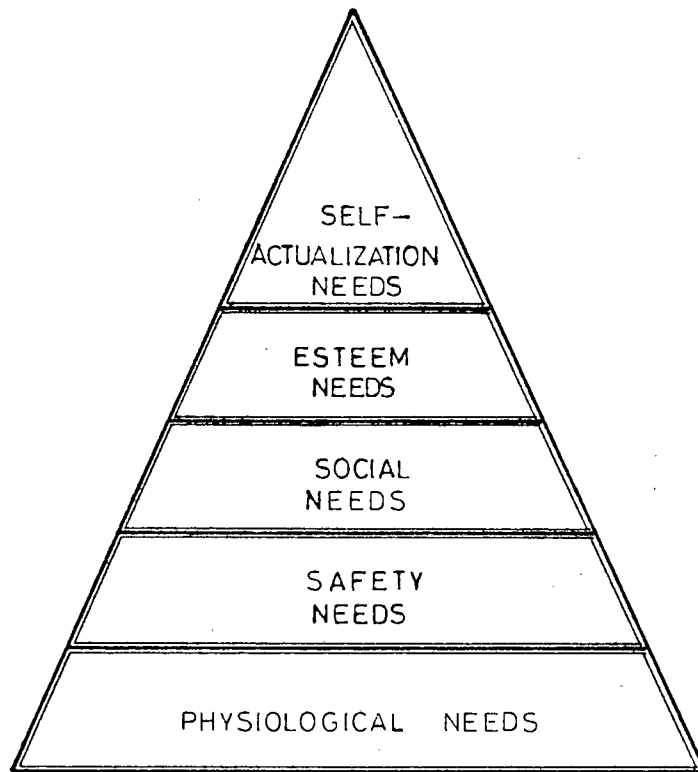
Recent theories, by a number of psychologists and behavioural scientists^{(56), (60), (61)}, postulate human needs as the primary factor affecting human behaviour. Some of these theories have focussed mainly on establishing the existence of one or two human needs that they consider to be particularly important. White's theory, for example, has focussed entirely on competence motive of people.

Other theories again make use of need classification systems to predict certain outcomes that people find attractive. Maslow's Hierarchy of Human Needs, (referred to earlier), is an example of this approach. At the moment Maslow's theory is used extensively for studying worker behaviour in work organizations and is viewed as the one content theory that provides rather a complete explanation for worker behaviour. The underlying theoretical concept of Maslow's theory and most of the other theories based on the need satisfaction approach to human behaviour can be illustrated diagrammatically as follows:



The theory postulates that every worker has needs that require satisfaction. In turn, these needs will cause the worker to undertake some form of goal-oriented behaviour that, hopefully, will result in satisfaction of the need. Once the need is fully accomplished, the particular need will no longer influence his behaviour.

Maslow's contention is that only five types of needs are important in affecting worker behaviour. These five types of needs can be represented in a hierarchical form with those at the lower level of the hierarchy requiring intrinsic satisfaction, before the individual (worker) can move to a level higher up in the hierarchy. The hierarchy, as postulated by Maslow, indicating the five types (or categories) of human needs, namely, physiological, safety, social, esteem and self-actualization needs, is shown in Figure 2 overleaf.



MASLOW'S HIERARCHY OF
HUMAN NEEDS

FIG. 2

Although the satisfaction of needs in Maslow's hierarchy can be viewed as taking the form of increased satisfaction/ decrease importance/ increased importance of the next level need, it does not imply that a need must be fully satisfied before the next level need becomes important. Maslow explained this phenomenon as follows:

"In actual fact, most members of our society who are normal are partially satisfied in all their basic needs at the same time. A more realistic description of the hierarchy would be in terms of decreasing percentage of satisfaction as we go up the hierarchy of prepotency." (52)

It is important to note that Maslow does not postulate the hierarchy of human needs to be a fixed order that is precisely identical for all individuals. There definitely are variances in the order of needs from one individual to another. This was found to be characteristic, particularly of the needs in the

middle of the hierarchy.⁽⁶²⁾ However, irrespective of personal variances that do exist, it is generally accepted that of all the needs of the hierarchy, the physiological needs have high prepotency while the self-actualization needs have relatively lower prepotency.

For the purpose of illustrating the application of Maslow's theory in the work situation, as well as in this study, the five categories of worker needs will now be discussed in more detail.

3.3.1 Physiological Needs

Physiological needs are considered to be the most basic needs of the worker and are normally referred to as the needs necessary to sustain life. This category of needs generally includes the need for food, clothing, shelter as well as aspects of the work, such as favourable working conditions, favourable working hours, non-exhausting work, clean and tidy surroundings as well as transport to and from the work.

Since these needs can in most cases be bought with money, researchers⁽⁵²⁾ contend that satisfaction of a worker's physiological needs is closely associated with the acquisition of money. In this respect money is not perceived as an outcome in itself; satisfaction of the need is given by the things money can buy.

Since money is not considered as an end in itself, its acquisition does not lead to direct satisfaction of the worker's physiological needs. Since workers can only spend their money when they are away from work and in such a way acquire the things such as food, clothing, etc. that can satisfy many of their more basic physiological needs, researchers are of the opinion that many of the worker's important physiological needs cannot be satisfied at their place of work. In this respect Douglas Mc Gregor's contention is that "for many wage earners, work is perceived as a form of punishment which is the price

to be paid for various kinds of satisfaction away from the job."(63)

3.3.2 Safety Needs

When the worker's physiological needs are reasonably satisfied, safety needs begin to dominate his behaviour in terms of Maslow's theory. The most common of these needs, is said to be a need for protection against physical danger such as fire and accident.

At the workplace, management's attempt to satisfy these needs of the worker is normally reflected in the placing of notices such as "No Smoking", "Danger", "Wear Safety Helmets" as well as the provision of protective clothing.

Other important safety needs of the worker are the need for justice, to live in a predictable, organized environment, the need for fairness and consistency, the need for economic security and the need for job security.

Where workers are under continuous fear of deprivation by a foreman, the safety needs of workers can assume extreme importance. Favouritism, discrimination, behaviour which arouse uncertainty with respect to continued employment, unpredictable administration of company policy, are all considered as phenomena that can heighten the importance of the safety needs of workers at all levels of employment.

3.3.3 Social Needs

When the worker's physiological needs are basically satisfied and his safety needs are no longer dominant, social needs become important motivators of his behaviour.

"People need to feel needed, and want to receive and give acceptance, friendship and affection."(52)

These social needs of workers are also often referred to as their "belongingness" or "love" needs.

Researchers are of the opinion that when workers are prevented from satisfying their social needs they become resistant, unco-operative and behave in a way that tend to defeat organizational objectives.

3.3.4 Esteem Needs

When the lower- and middle- level physiological, safety and social needs of workers are reasonably satisfied, esteem (or egoistic) needs start to dominate their behaviour. These needs are normally of two kinds:

- (i) those that relate to the worker's self-esteem; i.e. needs for self-respect, self-confidence, power and autonomy, for achievement, competence and knowledge.
- (ii) those that relate to the worker's reputation; i.e. needs for status, for recognition, appreciation and for the respect of fellow-workers.

Behavioural scientists contend that a worker whose behaviour is influenced by esteem needs must FEEL he is important and must RECEIVE RECOGNITION from others to support these feelings. Recognition is considered of utmost importance for the satisfaction of esteem needs because without it the worker will not be able to gauge how he is coping vis-a-vis the required job competence.

Research has indicated that unlike lower level needs such as physiological, safety and social needs, esteem needs are rarely satisfied and workers continue indefinitely to seek for more and more satisfaction of these needs once they have become important to them.⁽⁶⁴⁾ Unfortunately, the conventional methods of organizing work, particularly in the construction

industry, where the majority of employees at the lower levels of the hierarchy do repetitive, non-creative, uninteresting work, only limited opportunities for the satisfaction of the worker's esteem needs are offered.

Since, in the opinion of the researchers, workers to whom these needs are a reality do seek indefinitely for satisfaction of their esteem needs, they may be considered as the most powerful motivators of worker behaviour. Although the nature of operations on a construction site is such that it is unlikely for esteem needs to dominate the behaviour of unskilled or semi-skilled workers to a great extent, the behaviour of many workers at higher levels of employment can be influenced by these needs. The provision of outcomes that will lead to satisfaction of esteem needs can therefore be considered as a fundamental requirement for a reward system at this level of employment.

3.3.5 Self-Actualization Needs

It is contended that at this level of the hierarchy, the worker attempts to realize his full potentialities. At this level he is interested in self-fulfilment, self-development and creativity in the broadest sense of the word.

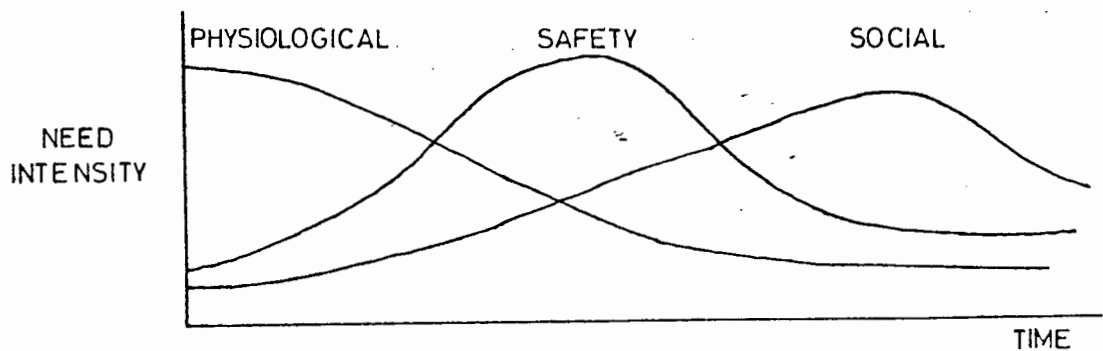
Maslow defined the self-actualization need of people as the "desire to become more and more as one idiosyncratically is, to become everything that one is capable of becoming." (52)

Of the five needs of Maslow's Hierarchy, the least is said to be known about the self-actualization needs of people. Researchers contend that the primary factor giving rise to this limited knowledge of the self-actualization needs of workers, is the modern industrial life that offers only very meagre opportunity for these needs to find true expression. These needs therefore remain predominantly dormant in the worker. Also, due to the deficiencies in the satisfaction of other lower-order needs, workers are for most of the time unaware

of their self-actualization needs since all their energies are actually diverted into a continuous struggle to satisfy their more basic needs.

Although Maslow's Need Theory can find general application for the manager in the construction industry, the practical use of the theory is not straightforward at all. The difficulty in applying this theory in practice can be attributed to complexities of worker behaviour as indicated below:

- (i) The different levels of needs of workers are not clearcut and tend to overlap, so that when one need fades away, even though not fully satisfied, another higher level need assumes importance. The result is an overlapping of partially satisfied and unsatisfied needs as illustrated diagrammatically below:



- (ii) Satisfaction of one need does not automatically lead to the next level need becoming dominant. It is contended that some individuals may remain primarily at the lower-levels of the hierarchy, continually concerned with satisfying the more basic needs such as physiological and safety needs. Conversely, others may spend most of their working lives satisfying the higher-level needs of the hierarchy such as esteem and self-actualization needs. (52)

- (iii) The specific order of needs as postulated by Maslow's Hierarchy does not rigidly apply to everybody in the organization as mentioned earlier.
- (iv) The same type of behaviour from two different workers does not necessarily represent the same need.

Although some behavioural scientists do not support Maslow's theory, many consider the theory as being useful for understanding the nature of workers' behaviour in organizations. With a reasonable knowledge of the dominant needs of his subordinates, the manager will be in a much more favourable position to direct their behaviour towards the attainment of company objectives in return for outcomes that will result in partial or complete satisfaction of their important needs.

3.4 AN EXPECTANCY-VALENCE APPROACH TO WORKER BEHAVIOUR

Since Tolman⁽⁶⁵⁾ introduced the concept of "expectancy of goal attainment" in 1932, formal expectancy-valence models of work motivation have been presented by a number of investigators, notably Vroom (1964)⁽⁴⁵⁾, Porter and Lawler (1968)⁽⁶⁶⁾ and E.E. Lawler (1971)⁽⁴⁰⁾. The basic argument of these proponents of expectancy-valence theory was that an individual's behaviour is a function of the degree to which the behaviour is instrumental in the attainment of desired outcomes and his evaluation of these outcomes.

Although their theories appeared under a number of different names viz. "Instrumentality Theory" and "Social Learning Theory", they can all be regarded as forming part of the one group of theories referred to as "Expectancy Theories" or "Expectancy-Valence Theories". While each of these theories offers some unique concepts, all have as a common core three basic variables:⁽⁶⁷⁾

- (a) "VALENCE" of job outcomes - a preference for certain specific potentially available outcomes.

- (b) PERFORMANCE - OUTCOME INSTRUMENTALITY - the expectancy that successful performance will lead to valent outcomes.
- (c) EFFORT-PERFORMANCE EXPECTANCY - the expectancy that effort input will lead to good performance.

In terms of the different expectancy-valence models presented up to now, the above three variables combine in a specific manner to determine the motivation of the worker in an organizational setting. Of all the different models, each with different combinations of these variables, presented to date, Victor Vroom's model (1964) and Edward E. Lawler's model (1971) are considered to be the most suitable for dealing with motivation in the work situation. In view of this contention, it has been decided to make use of Lawler's model in this study too.

In order to understand the argument behind Lawler's theory, it is necessary to be fully acquainted with the core concepts of the three basic variables of expectancy theory as listed above. Before entering into a discussion on Lawler's motivation model then, these variables will be discussed in more detail.

The first variable, effort-performance expectancy ($E \rightarrow P$), is referred to as the worker's estimate of the probability that he will accomplish his intended behaviour (good or bad performance), given the situation in which he finds himself. This subjective probability estimate of the worker can range from +1 (sure that effort will lead to intended performance) to 0 (sure that effort will not lead to intended performance).

The second variable viz. performance -outcome instrumentality ($P \rightarrow O$) is referred to as the worker's expectancy about the consequences of task performance or his expectancy that successful performance will lead to the specific outcomes that he (the worker) finds most attractive. These expectancies are also subjective probability estimates that vary in the same manner as the worker's $E \rightarrow P$ expectancies discussed above.

The third and last variable, valence, is referred to as the attractiveness of an outcome or the worker's preference for specific outcomes. An outcome is said to be positive (or valent) if the worker prefers attaining it to not attaining it, neutral if the worker is indifferent to it and negative (or not valent) if the worker prefers not attaining it at all. The worker's valence is therefore thought of as varying between +1 and -1 in such a manner that maximally positive outcomes have a valence of +1, maximally negative outcomes have a valence of -1 and neutral outcomes a valence of 0.

The sum of the products of valence and performance-outcome probabilities for all potentially available outcomes, $(\sum [(P \rightarrow O) \cdot (V)]_n)$, is also sometimes referred to as the worker's "Instrumentality beliefs" or his "Valence of Performance", while his effort-performance probabilities are also referred to as his "Expectancy beliefs".⁽⁵⁹⁾

In terms of Lawler's model, a worker's motivation to perform at a given level is a function of the multiplicative combination of his expectancy beliefs and instrumentality beliefs, considered for all possible performance outcomes. Symbolically, the model can be represented as follows:

$$\text{MOTIVATION} = \sum \{ (E \rightarrow P) \times \sum [(P \rightarrow O) \cdot (V)]_n \}_m$$

Where: $(E \rightarrow P)$ = the worker's effort-performance expectancy, varying numerically between 0 and +1

$(P \rightarrow O)$ = the worker's performance-outcome instrumentality, varying numerically between 0 and +1

V = the worker's valence for the different potentially available outcomes that can vary between -1 and +1 for any specific outcome

n = the total number of second-level
outcomes (reward outcomes)

m = the total number of first-level
outcomes (performance outcomes).

Diagrammatically Lawler's motivation model can be represented as illustrated in Figure 3.

It is important to note that in terms of Lawler's model, each performance outcome is thought of as leading to more than just one reward outcome. As Lawler himself has pointed out:

"... The model shows a number of expectancies since successful performance typically leads to a number of outcomes (as does unsuccessful performance)"(68)

In the symbolic representation of the model, the number of possible reward outcomes has been indicated by the subscript 'n'.

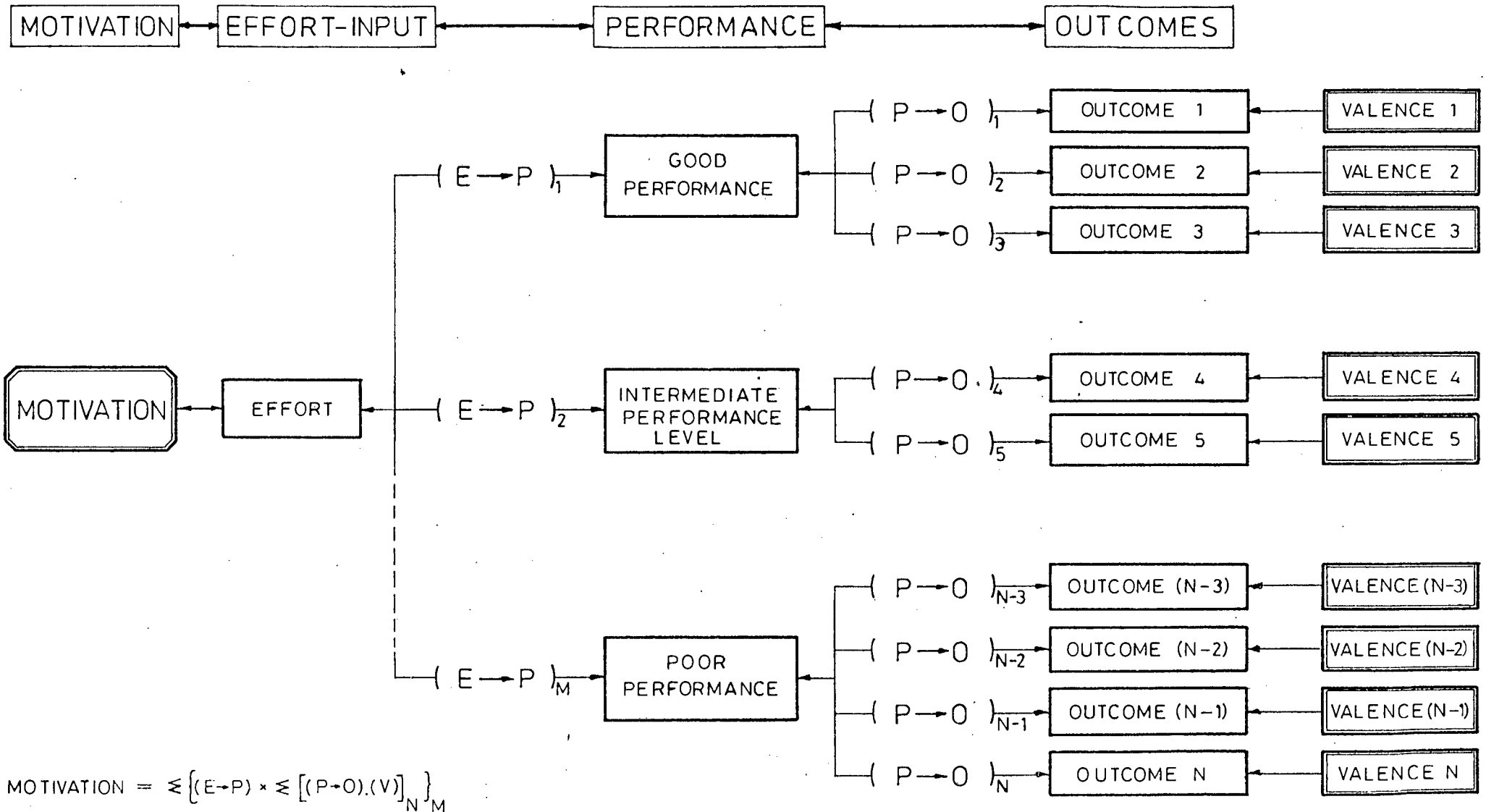
Lawler also contends that workers do not only consider the possibility of attaining their intended level of performance but also failure to do so. In the motivation model the number of possible performance outcomes (both positive and negative) has been indicated by the subscript 'm'.

In terms of Lawler's model then, the motivation of a worker to perform in a particular way will be influenced by (a) his expectancies about trying to perform in that way ($E \rightarrow P$), (b) his expectancies about attaining the outcomes associated with performing at that level, ($P \rightarrow O$), and (c) the attractiveness of the outcomes involved.

Since, in terms of Lawler's model, ($E \rightarrow P$) and ($P \rightarrow O$) expectancies are considered basic to an understanding of worker motivation in the work situation, it is important to understand how these expectancies develop and what influences them.

DIAGRAMMATIC REPRESENTATION OF LAWLER'S THEORY

FIG. 3



Although the topic appears to be relatively poorly researched at this stage, there seems to be some agreement amongst researchers on some of the principal factors determining the size of these expectancy variables.⁽⁶⁹⁾

3.4.1 Determinants of E → P Expectancy (Figure 4A)

The four primary determinants of the worker's E → P expectancy are said to be:

- (i) his level of self-esteem; the extent to which the worker evaluates himself positively,
- (ii) his past experience in similar situations; especially the extent to which he has been able to perform successfully,
- (iii) his perception and experience of conditions characteristic of the actual work situation,
- (iv) the communications from co-workers concerning their perception of the worker's situation.

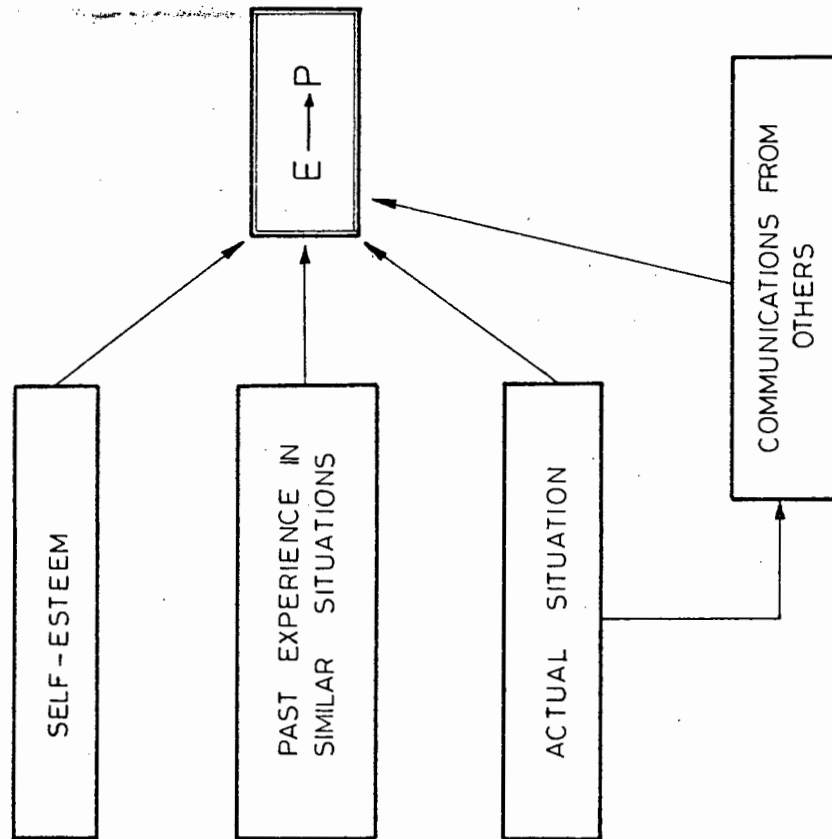
It is the contention of researchers that the more the worker evaluates himself positively and the more often he has been successful in performing well in the past, the higher will be his E → P expectancy. Learning is also said to play an important role in determining the E → P expectancies of workers as well as helping to make these expectancies more accurate. After a number of trials at doing something, the worker will therefore know from his own experience what his ratio of successful to unsuccessful performance is.

3.4.2 Determinants of P → O Instrumentalities (Figure 4B)

Like E → P expectancies, P → O instrumentalities (also referred to as P → O expectancies) are also strongly influenced by the worker's past experience in similar situations, by what

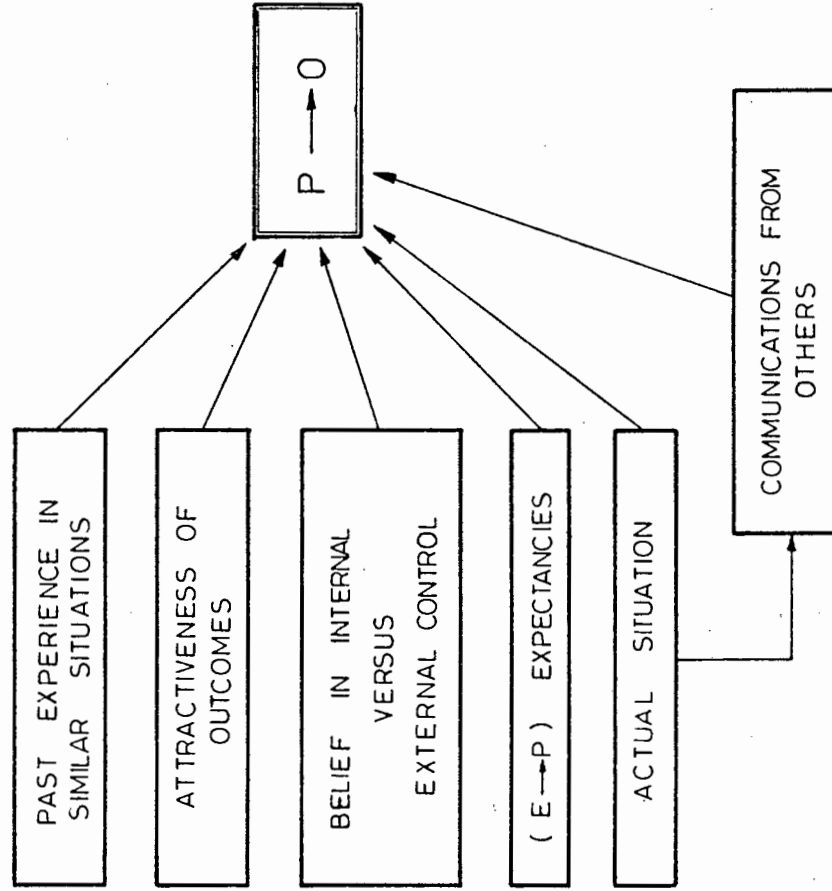
DETERMINANTS OF E→P EXPECTANCIES

FIG. 4.A



DETERMINANTS OF P→O EXPECTANCIES

FIG. 4.B



other people (co-workers) say about the worker's situation and the worker's perception of the actual work situation. Other important determinants are the worker's $E \rightarrow P$ expectancy, his belief in internal versus external control of rewards, as well as the attractiveness of outcomes.

The majority of the factors instrumental in determining the size of the $P \rightarrow O$ expectancy of the worker are probably best summarized by E.L. Thorndike's "Law of Effect".⁽⁷⁰⁾ In short, this theory postulates that rewarding a behaviour increases the probability that the behaviour will be repeated and punishing (not rewarding) a behaviour decreases the probability that the behaviour will be repeated. In terms of this theory then, ill-treatment of workers on past occasions will decrease their expectancies about obtaining certain rewards in the future, and vice versa.

In terms of expectancy-valence theory then, it can be said that when a worker is asked (or instructed) to perform a particular task, he is likely to make some rough estimation of his effort-performance probability ($E \rightarrow P$) and the various performance-outcome probabilities ($P \rightarrow O$) for performing the task. These probabilities he will formulate on the basis of his past experience in similar or nearly similar situations, his communications with his fellow-workers as well as his own perception of the situation (present situation).

Apart from the assessment of his chances of performing the task at a certain level and obtaining some of the potentially available reward outcomes, the worker will also have some idea of how desirable these available reward outcomes are for him. Only when he has done all this, will the worker be motivated to perform the task well (a) to the degree he feels that he can do well and (b) to the degree that he feels good performance on his part will lead to desirable reward outcomes.

It is the contention of researchers that the primary reason why much of the research done on labour (particularly Black labour) in South Africa, has contributed very little to our understanding of worker behaviour, is because these investigations have been mostly "undirected and piecemeal". In order to bring about the much-needed improvements in research, Orpen⁽⁷¹⁾ suggested the use of a theoretical model to act as a framework and a guide for the interpretation of previous research as well as a stimulator for new research.

In order to overcome such shortcomings as pointed out above, it was decided to make use of a theoretically based model for the carrying-out of this research project. The particular model that has been developed for the purpose of this study, is the one illustrated diagrammatically in Figure 5.

The primary objective of the model is to combine the theoretical concepts of the Process and Content theories discussed in previous sections into a continuous, logical number of progressive "steps" for the purpose of analysing motivation in the work situation. Also, the model attempts to illustrate more clearly the significance of the worker's ($E \rightarrow P$) and ($P \rightarrow O$) expectancies in relation to initial effort input, following outcomes and satisfaction as well as how these different variables relate to the individual and situational factors under discussion in this study.

In terms of the model presented in Figure 5, there are three PRIMARY VARIABLES that constitute possible barriers to the effective motivation of workers. These variables are:

- (a) $E \rightarrow P$ expectancy beliefs
- (b) $P \rightarrow O$ expectancy beliefs
- (c) Satisfaction with rewards

Except for satisfaction with rewards, these possible motivation barriers, constitute two of the three major variables of Lawler's motivation model (Page 84). In terms of the motivation model (Figure 5), Lawler's third major variable, valence, is not regarded as a possible motivation barrier as such but, rather as a determinant of one as discussed below.

However, if examined on the same continuum of variation (between +1 and -1) as applicable to the variable valence, variations in the satisfaction of workers with rewards they receive, will follow the exact same pattern. A reward outcome could therefore be regarded as positive if the worker is satisfied with it and negative if he is dissatisfied with it. A reward that does not at all affect the existing state of satisfaction of the worker could be regarded as a neutral reward outcome with a score of 0 (zero) on the valence-continuum.

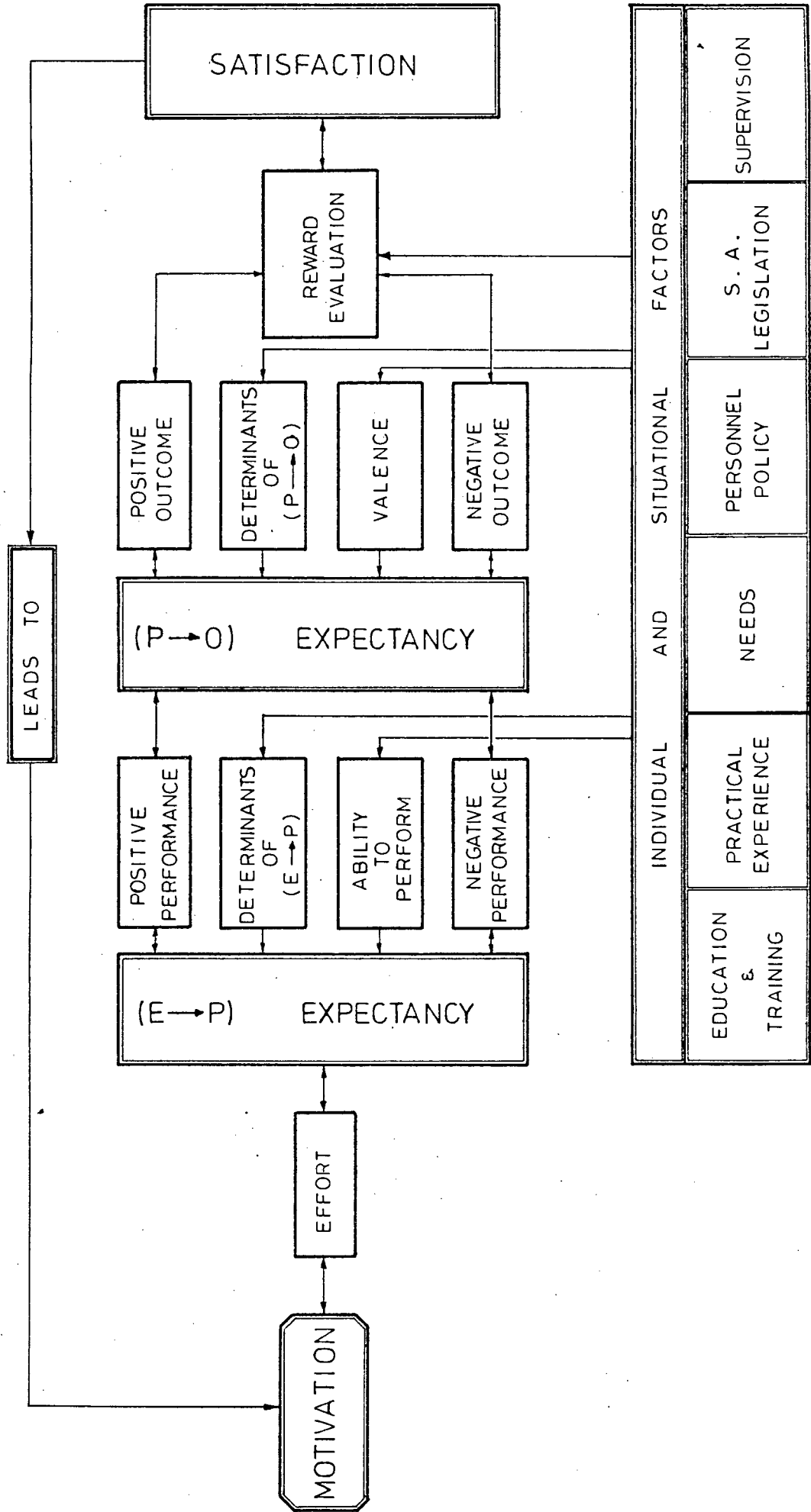
As indicated by the model, the three primary variables are in turn influenced by a number of SECONDARY VARIABLES namely:

- (a) Determinants of $E \rightarrow P$ expectancy beliefs
(Figure 4A),
- (b) Ability to perform,
- (c) Determinants of $P \rightarrow O$ expectancy beliefs
(Figure 4B),
- (d) Valence ,
- (e) Reward evaluation.

The relationships that exist between the primary and secondary variables as well as how they relate to and are influenced by the six individual and situation factors under discussion, are illustrated by the arrows between blocks of the motivation model. In terms of these relationships, the primary variables are influenced by the secondary variables which are in turn

THE MOTIVATION MODEL

FIG. 5



influenced by the six factors. In view of these relationships, a particular primary variable will constitute a motivation barrier if the secondary variable(s) that directly influence(s) it, is negatively affected by one or more of the six factors, and vice versa. The "size" of the barrier is determined by the "value" of the variable between the upper and lower limits defined for the major variables of Lawler's motivation model.

The worker's ($E \rightarrow P$) and ($P \rightarrow O$) expectancy beliefs will therefore constitute major motivation barriers if they are weak (i.e. approach 0) but will not hamper effective motivation if they are strong (i.e. approach +1). Similarly, the primary variable - satisfaction with rewards - will constitute a motivation barrier if the existing state of satisfaction of the workers with rewards they receive remains low (i.e. approach -1) and will not if their satisfaction is high (i.e. approach +1).

So far, only the two groups of secondary variables namely, determinants of $E \rightarrow P$ expectancy beliefs (Figure 4A) and $P \rightarrow O$ expectancy beliefs (Figure 4B) have been discussed. However, since in terms of the motivation model (Figure 5), the three secondary variables viz. ability to perform, valence and reward evaluation, also determine the nature (i.e. constituting a barrier or not) of the primary variables, it is necessary to discuss these variables in greater detail.

3.5.1 Ability to Perform

As mentioned earlier, the worker will be motivated to perform well only if he feels he can do well if he tries, and that by doing well he will be suitably rewarded. The extent to which a worker can do well (i.e. his ability to perform well in his work) is said to be determined mainly by three (3) conditions: (72)

- (i) that he has the capacity (skills and techniques) to do the job properly,
- (ii) that he applies this capacity in the right direction (have correct role perception),

- (iii) that extraneous factors such as breakdowns in plant, availability of raw materials, inconsistent company policy etc. do not prevent him from performing well.

The first two conditions can be said to be a direct function of the worker's level of training and number of years of relevant practical experience in the work he is doing. Although the worker's role perception is to a large extent determined by the degree to which his duties are clearly spelled out by the supervisor, the assumption that his perception of what is demanded of him in his work will improve with time and experience, would be logically justifiable.

The last of the three conditions, concerning the influence of external factors, can be said to be completely unrelated to the worker's own ability to perform well at work. Although these factors can affect the worker's performance in the work situation, there is very little that the worker himself can do to change these variables so that they may function in his favour. It can therefore be concluded that if the worker wants to perform at a certain level, he will have to do so within the framework of prevailing, good or poor, situational conditions.

In terms of the above argument then, it can be said that being unable to affect the environment in which he finds himself, the worker will consider his ability to perform at a desired level largely in the light of his training and past experience in the work he is doing. If he cannot perceive a direct relationship between effort input and effective performance as a consequence of his lack of training and experience, his expectancy of performing at a desired or instructed level will be negatively affected.

3.5.2 Valence for Specific Reward Outcomes

The two primary reasons why outcomes associated with performing at a given level may have valence(attraction) for a worker, are considered to be: ⁽⁷³⁾

- (i) They directly satisfy the worker's needs or,
- (ii) they lead to a set of outcomes that will satisfy a particular need or set of needs.

The worker's preference for particular outcomes is consequently directly related to the needs that have the most dominant influence on his behaviour at the time these outcomes are made available to him. If the worker therefore perceives the potentially available rewards (outcomes) as being instrumental in satisfying his major needs, he will prefer attaining them to not attaining them i.e. the outcome will assume positive rather than negative valence for the worker. If, on the other hand, the worker perceives the potentially available outcomes as not being instrumental in satisfying his most dominant needs, he will prefer not attaining them to attaining them i.e. the outcomes will assume negative rather than positive valence for the worker.

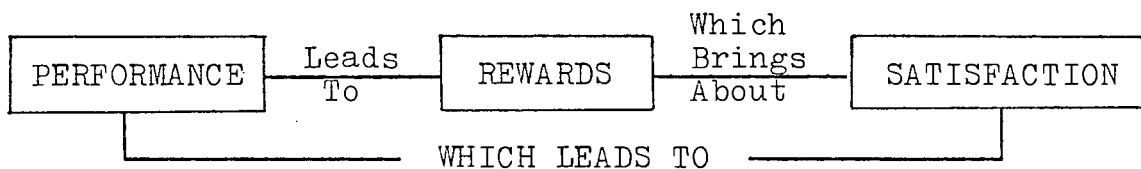
In order to provide the worker then with maximally positive outcomes (i.e. outcomes with a valence of $+1$), it is necessary to have a sound knowledge of the dominant needs of these workers. With such a knowledge, construction companies will be in the favourable position to adapt their reward systems so as to result in a higher level of satisfaction and, consequently motivation of their labour force.

3.5.3 Reward Evaluation and Satisfaction

The controversy that exists amongst many behavioural scientists and managers regarding the relationship between satisfaction and performance is whether satisfaction is the cause of good performance or whether good performance is the cause of satisfaction.

Many managers firmly believe that good performance is only brought about by high levels of satisfaction; their classic saying being: "Happy workers are productive workers".⁽⁵²⁾

However, it is the contention of some psychologists and behavioural scientists⁽⁶⁶⁾ (40), that satisfaction is actually brought about by good performance and not vice versa. These theorists postulate that a worker's satisfaction is a function of the rewards he receives, that is in turn brought about by performance in the following fashion:



Other scientists again, contend that job performance and personal satisfaction are completely unrelated.

However, from a practical point of view it appears to be more logical to assume that there does exist a relationship between performance and satisfaction and, furthermore, that the functional relationship between them indicates that performance brings about satisfaction and not vice versa.

In the motivation model (Figure 5), the satisfaction of the worker has been expressed as a consequence of good performance and not as a cause of good performance as such. In terms of the model then, the worker will be motivated to expend effort if effort is perceived as leading to rewards that will bring about satisfaction. The extent to which the worker will be satisfied with these rewards has been indicated as a function of the degree to which the rewards are instrumental in satisfying his dominant needs as well as the degree to which he has a positive evaluation of these rewards.

In terms of Maslow's need theory, any reward that will neutralize the needs that are dominant at the time the reward is made available to the worker, will be found to be personally satisfying to him. This will be the case irrespective of whether the reward leads to partial or complete satisfaction of his dominant needs. Reward satisfaction will consequently vary directly with the extent to which those needs of the worker which are dominant, are actually satisfied.

However, this theoretical hypothesis was found to be only

partially correct in real life (see discrepancy and equity theories below).

Although dominant needs do to some extent influence the worker's satisfaction with rewards, it is not considered to be the only determinant of satisfaction. On the contrary, there are also a number of other important notions of worker satisfaction that, in the opinion of researchers, have a significant influence on the satisfaction that workers derive from outcomes. The two most important of these notions are mainly dealt with by two (2) theories on reward satisfaction and evaluation which are to be discussed next.

- (i) DISCREPANCY THEORY - In essence, discrepancy theory postulates that satisfaction is determined by the differences between the actual outcomes a person receives and some other outcome level; normally referred to as the outcome the worker feels he should receive.⁽⁷⁴⁾ Proponents of this theory argue that workers compare what is received with with what they feel they should receive and when there is a difference between the actual outcome level and the outcome level they feel they should receive, so that the former is below the latter, dissatisfaction results. The greater the discrepancy between the two outcome levels the more dissatisfied the worker will be with the rewards.

- (ii) EQUITY THEORY - In short, equity theory postulates that a worker's satisfaction is determined by the perceived ratio of what he receives from his job relative to what he puts into his job.⁽⁷⁵⁾ According to this theory both under- and over-reward can lead to dissatisfaction, although the feelings are said to be somewhat different. The feeling associated with over-reward is said to be a feeling guilt while that with the under-reward a feeling of unfair treatment.

Equity theory also stresses the importance of co-workers' input-outcome balance in determining how a worker will judge the equity of his own input-outcome balance. Workers therefore evaluate the fairness of their own input-outcome balance by comparing it with their perception of the input-outcome balance of "comparison-others" in the organization.

In summary it is possible to conclude that the satisfaction of the worker with rewards he receives from his employer is influenced by mainly two variables:

- (i) the degree to which the rewards satisfy the dominant needs of the worker,
- (ii) the degree to which the worker evaluates these rewards as fair and equitable in terms of:
 - (a) his perception of the discrepancy that exists between the rewards he actually receives and those he feels he should have received,
 - (b) his perception of the equity of the reward in view of his own input and the perceived input-outcome balance of "comparison-others" in the organization.

Maximum satisfaction is therefore derived from rewards that meet both of the abovementioned criteria favourably.

3.5.4 The Application of the Model to the Study

In applying the model to the research work, a study has been made of the nature of the influences (positive or negative) that the six individual and situational factors may have on

the secondary variables. With this information it was possible to establish whether the secondary variables have a positive or negative influence on the primary variables and consequently, whether any particular primary variable does or does not constitute a barrier to the effective motivation of the respondents.

The model was useful as a technique for isolating certain variables as possible motivation barriers as well as for establishing the relationships that exist between these variables and the six factors. Furthermore, it also emerged as a very effective medium for depicting pictorially the motivation theory adopted for the study. Thus, it has become possible quite remarkably to simplify complicated theoretical concepts by means of visual representation which facilitated the interpretation and analysis of the empirical data.

CHAPTER 4

EXPERIMENT

4.1 THE ATTITUDE OF INDUSTRIALISTS

Frederick Herzberg⁽³²⁾ said that the major reason for measuring worker attitude and moral is to answer the question : "What does the worker want from his job ?" Answers to this question he regards as being important to industry in that they offer a clue to management in the never-ending hunt for ways of motivating their workers.

Unfortunately, most of the companies that were approached regarding the distribution of questionnaires amongst their Coloured workers did not share Herzberg's views. They perceived the study more as a "threat" to their well-being rather than an effort to assist in solving some of their problems related to the motivation of their workers. The primary reasons for this negative attitude towards the study emerged from the correspondence matter and discussions with management staff as the following:

- (i) They do not distinguish between workers of the two racegroups in their organizations and consequently, did not wish to have the issue of race accentuated in the company.
- (ii) Many industrialists regarded the study as a waste of time because they perceived the negative behavioural characteristics of Coloured workers as being part- and- parcel of their personalities. Proponents of this view were of the opinion that it is to a large extent impossible to increase the per-

formance of Coloured workers any higher than current levels.

- (iii) One company replied that they were gradually changing over from Coloured to Black labour in the unskilled and semi-skilled sectors and, consequently, did not see any benefit in the study for themselves.

The uncooperative attitude of industrialists towards the study gave rise to a great amount of time and effort being wasted on continuous correspondence and interviews with personnel-managers and management staff of the different companies. The most inspiring words during the entire initial negotiation period came from the managing director of one company : "Good, go ahead. I would like to know what makes these people click !" This was one of the three (3) construction companies that ultimately cooperated. However, their cooperation was subject to a list of conditions as indicated below:

- (i) The sessions with workers should not interfere with site-activities.
- (ii) Any interviews with workers should take place within the shortest possible time.
- (iii) All workers to be interviewed at their place of work.
- (iv) Only one worker should be interviewed at any time.
- (v) "The company should get a copy of the findings and recommendations of the study."

Apart from construction companies, one Trade Union of the Industrial Council for the Building Industry of the Western Cape was also approached for the distribution of questionnaires amongst members. Although the management of the Union regarded the study as "just another one of those with a very enthusiastic start but with yet again a fruitless ending", they were

fully prepared to cooperate.

4.2 THE POPULATION SAMPLE

The ultimate sample consisted of eighty-eight (88) respondents of whom eighty-three percent (83%) were employees of the three construction companies and seventeen percent (17%) were members of the one Trade Union. Eighty-nine percent (89%) of the respondents of the sample were Coloured males employed as unskilled/semi-skilled workers, artisans, foremen, clerks, storemen and training officers in the construction industry of the Cape Peninsula. The remaining eleven percent (11%) consisted of one (1) Coloured female receptionist/time-keeper and nine (9) apprentices.

The ultimate grouping of respondents according to occupation was as follows:

unskilled and semi-skilled workers	=	43%
artisans	=	26%
supervisory and administrative workers	=	21%
apprentices	=	10%

The respondents of the three construction companies were distributed over altogether seven (7) construction sites in the Cape Peninsula. The Trade Union members were also employed in the construction industry of the Cape Peninsula, but their source of employment (i.e. company), as well as the geographic position of their workplace in the Cape Peninsula, was unknown.

4.3 PROCEDURE FOR THE STUDY

The required behavioural information was obtained by means of questionnaires and guided interviews (Appendices B1, B2, B3, B4). Three different questionnaires have been used to obtain relevant information from the three subgroups, supervisory/administrative workers, artisans and apprentices. The questionnaires were all in English and were completed by the site-workers during a two-day site visit.



A GROUP OF UNSKILLED AND SEMI-SKILLED WORKERS WHO PARTICIPATED
IN THE STUDY

The guided interviews were aimed at the unskilled and semi-skilled workers and were conducted in Afrikaans, which was the home language of all the respondents. The interviews lasted for approximately forty-five minutes and at this rate it was possible to interview a maximum of eight (8) workers per ordinary working day, including the lunch-break.

Further information was also sought by means of interviews with training managers and management staff of the different companies.

4.4 THE DISTRIBUTION OF QUESTIONNAIRES AND INTERVIEWING PROCEDURE

A random selection of workers was made from the pay-rolls of the different construction sites visited. The names of these workers, together with their place of work on the site was then recorded.

Questionnaires were then distributed with the help of the time-keeper amongst the selected artisans, foremen, clerks, storemen and apprentices, with the request to hand the completed questionnaires back by the end of the two-day site visit.

If any difficulty was encountered in finding the randomly selected workers (as was the case on a number of occasions, due to absenteeism and re-allocation of workers) questionnaires were handed to available workers at the same occupational level as the selected ones.

In the event of workers not returning the completed questionnaires at or before the end of the two-day period, they were approached again to seek the reason for failure to do so.

The selected unskilled and semi-skilled workers were interviewed individually in the motor-car of the interviewer at their place of work. They were asked questions from a drafted questionnaire (Appendix B1) and their replies recorded. In the event of the selected worker being absent or not at his place of work, any available unskilled or semi-skilled worker was interviewed.



HUSBAND AND WIFE WORKING AS COSTING CLERK
AND RECEPTIONIST/TIME-KEEPER RESPECTIVELY ON
A CONSTRUCTION SITE IN THE CAPE PENINSULA

For the artisans of the Trade Union, a random selection of names was made from the membership list. Two hundred (200) members were selected in this manner and questionnaires sent to them by post. Of the two hundred questionnaires only ten percent (10%) were returned.

The fact that it was not possible to obtain data from selected workers rendered the randomly selected samples invalid in the end. The extent to which the information gathered in this manner is representative of the population of Coloured construction workers of the Cape Peninsula is in consequence questionable. However, the data may still be regarded as a reasonably accurate reflection of behavioural characteristics of Coloured workers employed in the construction industry of the Cape Peninsula.

4.5 THE STRUCTURE OF THE QUESTIONNAIRES AND INTERVIEWS AND THE MEASURING OF JOB ATTITUDES

All the questionnaires were of a "semi-guided" type. Although provision was made for a "Yes" or "No" reply to some questions, most questions were structured so as to encourage the respondents to give full expression to their feelings. The use of any of the well-known attitude scales, such as the Thurstone and Likert types,⁽⁷⁶⁾ have been avoided for the reason that they might have yielded guarded answers.

The use of unguided and semi-guided questionnaires and interviews appear to be gaining popularity amongst psychologists and behavioural scientists as a means of obtaining information on individual attitudes and opinions. This is illustrated by the fact that the now famous work of Prof. Frederick Herzberg on the Motivator-Hygiene theory was developed from empirical data gathered by means of semi-guided interviews. Another recent and very promising method for measuring the reaction of employees to various aspects of their job has been developed by the Employee Research Section of the General Motors Corporation.⁽⁷⁶⁾ Workers were asked to enter in letters for a contest on the topic : "My job and why I like it". A theme analysis of the letters was

made and proved to be a valuable source of information on the opinions of the workers in the different divisions of the organization. Semi-guided and unguided questionnaires and interviews have therefore already been proved to be a successful technique to obtain empirical information on worker attitude and behaviour.

For the purpose of this study, three differently structured questionnaires were developed for the three subgroups of the sample viz. artisans, supervisory/administrative workers and apprentices. The major reasons for deciding to make use of different questionnaires for these groups were as follows:

- (i) The background of the workers with regard to education, experience, responsibility and seniority was different for each of the three groups.
- (ii) The questionnaires for artisans and apprentices were aimed at obtaining more information on training aspects than was the one for supervisory and administrative workers.
- (iii) An initial effort to use one questionnaire for all workers indicated that artisans and apprentices were not as willing as supervisory and administrative workers to respond to a long list of questions. Their questionnaires therefore had to be shortened so as to focus mainly on aspects of the work that will provoke their interest and at the same time, still provide the information sought.

The interviews conducted with the unskilled and semi-skilled workers were also of a semi-guided type. The respondents were required to reply to a number of questions put to them by the interviewer from a standard list of semi-guided questions. In some cases the respondents were asked to expand on their replies or to explain the reason(s) for their attitude. The primary aim of this technique was to encourage the respondents to talk on the theme of the question put to them. Apart from the infor-

mation obtained by means of the interviews, information on the sociological background of the respondents was also sought during the sessions.

4.6 INFORMATION SOUGHT

The nature of the information sought by means of the questionnaires and interviews, was that related to the individual and situational factors with a bearing on the motivation of the worker in the work environment.

The information thus sought was that required to obtain reasonably accurate and adequate empirical data on :

- (i) The socio-organizational needs of the workers.
- (ii) The ability of the workers as a function of their
 - (a) training and education and,
 - (b) number of years of relevant practical experience in the work they are doing.
- (iii) The feelings of self-competence of the workers.
- (iv) The workers' perception of the present situation in the construction industry.
- (v) Desirable personal characteristics of the supervisor as well as the significance of the racegroup of the supervisor.

The questions aimed at seeking information on the five topics listed above were not always ordered according to their relevant categories in the questionnaires. Also, the number of questions aimed at seeking information on any particular one of the five topics was not the same for the four subgroups of the sample.

A detailed description of the grouping of the various questions in the questionnaires and interviewing-list according to the five topics listed above, was considered too lengthy to include

in this document. However, in the discussion of the results reference will be made to comments of respondents to various "test questions" in all the questionnaires, that will give some indication of the grouping of the questions to the five topics indicated above.

4.7 ANALYSIS OF RESULTS

In terms of the literature on analysis techniques, the method of analysis is dependent on the method of enquiry. Statistical analysis techniques for example are said to work successfully in cases where the data has been gathered by means of multiple-item questionnaires.

For the semi-guided type of questionnaires and interviews used in this study, a content analysis technique is the most widely accepted method.⁽⁷⁶⁾ The technique normally involves a careful study of the comments of respondents with the aim to identify the factors leading to their particular attitudes. The relative importance of particular factors or groups of related factors is generally reduced from the frequency with which they were given by the respondents.

In the analysis of the results of this study, a content analysis technique has been used for all four subgroups of the population sample. An analysis based on the frequency with which certain factors were given by the respondents, was used as a means of overcoming two particular problems encountered in establishing and varifying differences in attitude between subgroups of the sample :

- (i) The method eliminated any distortions in the results due to the "not certain" and "no comment" responses.
- (ii) The method took due account of the fact that the number of questions to which respondents had to reply differed for each of the four subgroups of the sample.

In establishing the difference in needs between subgroups of the sample, the frequency with which any particular category of needs had been recorded, was expressed as a percentage of the sum of the frequencies of the recorded responses in each of the five categories for a particular subgroup. The "no comment" and "not certain" responses were on the average very small. The fact that these responses were not considered in the analysis is therefore not significant.

A further criterion that has been met in the classification of worker needs, was to allocate the responses of workers only once to any one of the subcategories of the need classification system (Appendix E). In a number of cases, the respondents indicated more than one need or a particular response could have been interpreted as being indicative of two unrelated needs. In the first instance only one need was classified in a particular subcategory of the classification system. In this respect the classification system made allowance for a respondent to have more than one kind of physiological need for example, at the same time. For a respondent to have a need for more money as well as for clean and tidy surroundings was consequently acceptable. However, in terms of the classification system, it was not acceptable for a respondent to have needs that lead to a duplication of responses under a single subcategory of the classification system.

In the second case, where a response could have been interpreted as being indicative of two separate, unrelated needs, eg. money as a physiological or an esteem, the sociological information was used to establish which of these interpretations should be considered the more applicable. Once a decision has been made in this manner, the need was recorded only in this form and the second possible need was completely rejected and not recorded at all under a separate subcategory of the classification system. This approach was necessary to eliminate any repetition (duplication) of a single response in another form in a different subcategory.

The data obtained on the sociological background of the unskilled and semi-skilled respondents constituted a valuable source of information in the analysis and understanding of the attitudes of the respondents. The lack of similar detailed sociological information for other subgroups of the sample limited the extent to which the attitudes of the respondents of these groups could have been analysed.

The classification of the needs of the respondents into the five categories of Maslow's Hierarchy of Human Needs turned out to be a difficult task. The complexity of the task was due to a number of factors of which the following emerged as the most important ones:

- (i) It was impossible to obtain any original data on how Maslow actually arrived at the concept of the five categories of human needs.
- (ii) The lack of academics with a knowledge of the practical application of Maslow's theory. The classification of the empirically established needs of the respondents into any of the five relevant need categories was consequently done in a manner considered by the writer to be the most factually, logically and academically acceptable.
- (iii) Previous research done on the application of Maslow's Hierarchy in the work situation was either not obtainable within the period this document has been compiled or did not explicitly specify the system adopted for arriving at the classification of responses into the five need categories.

The system ultimately decided on for the classification of worker needs is shown in Appendix E.1. The system is in essence a fit of Herzberg's "first-level factors" into the framework of Maslow's Hierarchy of Human Needs (Appendix E.2). The fact that both Herzberg's and Maslow's theories emphasize the same set of relationships has been postulated by a number

of academics already.⁽⁷⁷⁾ Paradoxically enough, Herzberg himself doubts that a hierarchy of needs, such as the one proposed by Maslow, actually exists.⁽⁷⁷⁾

The need classification system should however not be viewed as a rigid fit of needs into the categories of Maslow's Hierarchy. Although the classification of lower-order needs, such as physiological and safety needs, appears to be relatively straight forward, general uncertainty prevails with regard to the grouping of middle and higher-order needs. This uncertainty can be said to be the result of a certain amount of overlapping of particular needs into other categories of the hierarchy. To overcome this overlapping some researchers⁽⁷⁸⁾ have re-grouped the five categories of Maslow's Hierarchy into three broad categories referred to as existence, relatedness and growth needs. However, in this study the five basic categories of Maslow's Hierarchical Theory have been used.

CHAPTER 5

RESULTS

The results on attitudes expressed in the questionnaires of this study are presented under five general headings, namely:

- (i) Socio-organizational needs
- (ii) Ability to perform
- (iii) Supervision
- (iv) Feelings of self-competence
- (v) The present situation in the construction industry.

Each of the five sections consists of data relating to the situational and individual factors under discussion in this study. However, the extent to which these factors were found to be influential on the behaviour of the respondents, should be considered in the light of the limitations of the study of which the following could be pointed out as the most important:

- (i) The project was considered as a pilot study, and questionnaires were not fully developed.
- (ii) The study took place during a period when the construction industry was experiencing severe economic stress. Symptomatic of the Coloured labour market at the time were insufficient employment opportunities for all classes of labour and high unemployment rates.

- (iii) Limited time was available to carry out the research work and the sample size had to be kept to a minimum. Although unskilled and semi-skilled workers are reasonably well represented in the sample it is not the case for the other subgroups of the sample.

5.1 SOCIO-ORGANIZATIONAL NEEDS

For the analysis of the results pertaining to this section of the study, it was found necessary to consider firstly, the needs of the population sample as a whole and secondly, the needs of the four subgroups of the sample independently. Whereas an analysis based on the population sample was useful for establishing the relative importance of the needs of the "average worker" it failed to indicate the variation in relative importance of needs between subgroups.

The results on the important needs of the respondents are illustrated in Figure 6 for the sample as a whole and Figure 7 for the individual subgroups of the sample. A more detailed analysis of the five major groups of human needs as postulated by Maslow's need theory, is given in Table 7.

5.1.1 Lower-Order Needs

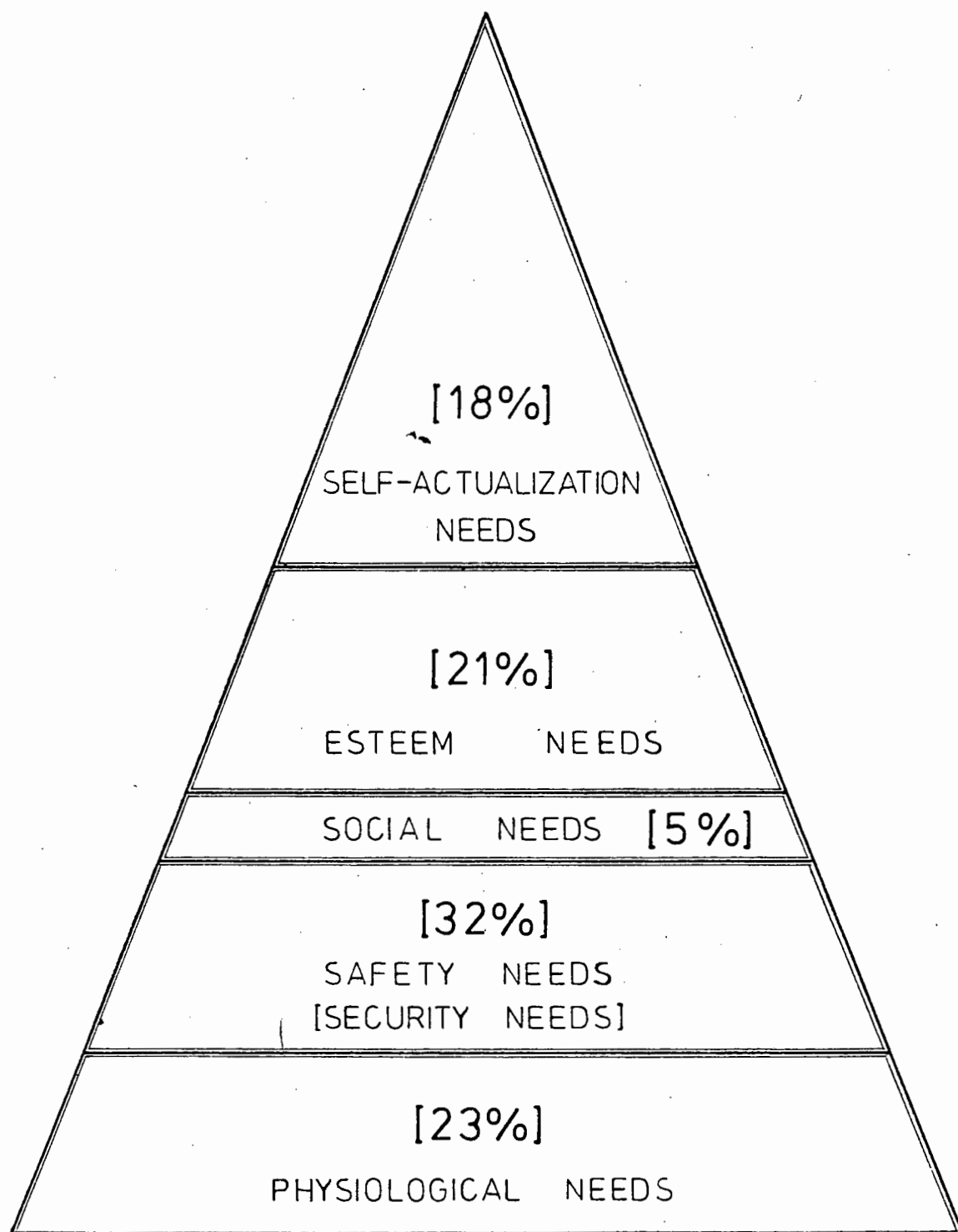
Analysis of the results indicated that with regard to the population sample as a whole there exists a deficiency in the gratification of the lower-level physiological and safety needs of the respondents. Of the two, safety needs were found to be more prepotent than physiological needs.

The particular safety needs that were most frequently expressed by the respondents, are those listed in order of importance below:

- (i) A need for a fair and consistent company policy.
- (ii) A need for security.

HIERARCHY OF
WORKER NEEDS

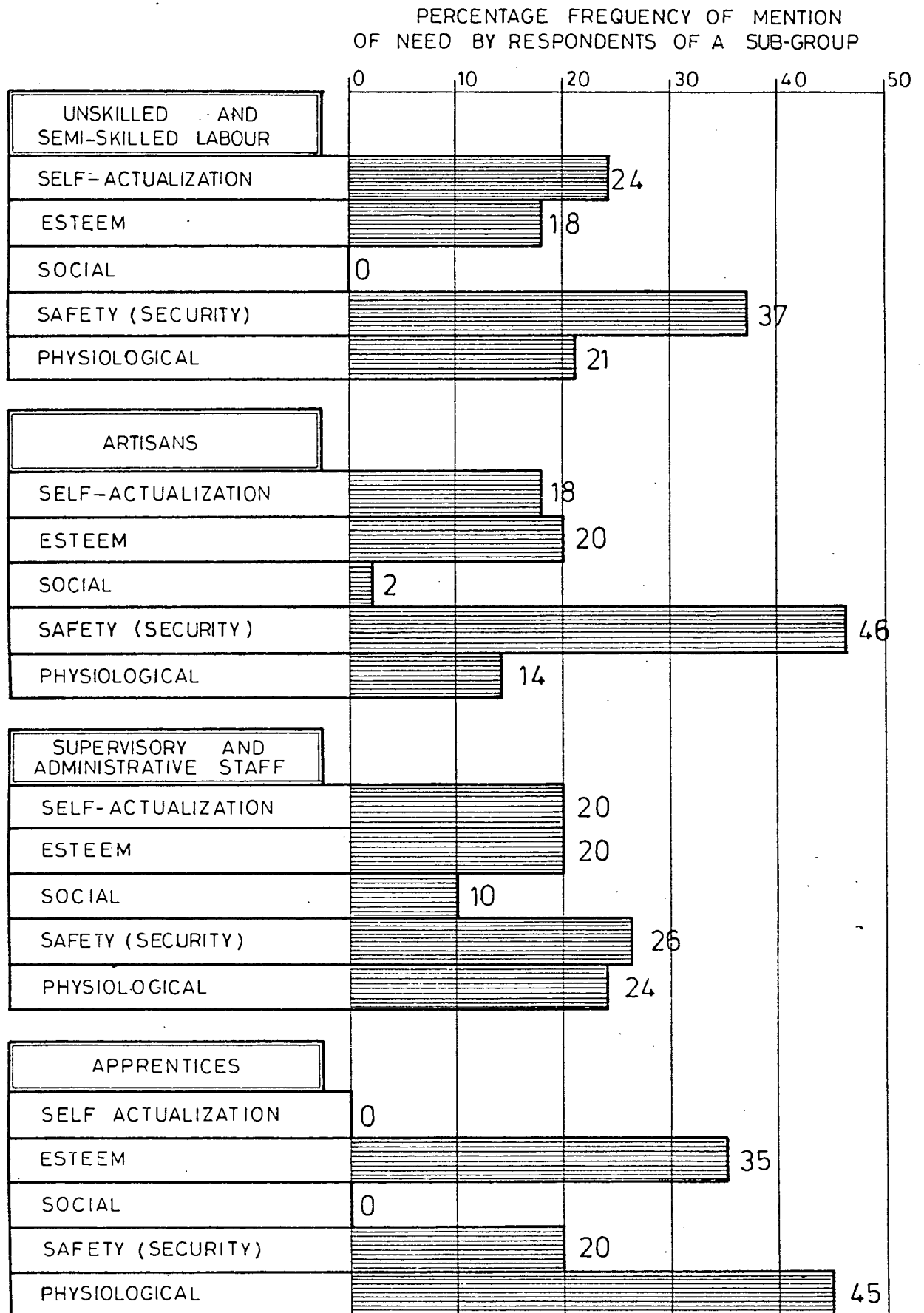
FIG. 6



PERCENTAGES = PERCENTAGE FREQUENCIES OF MENTION OF
NEEDS AS CALCULATED FOR WHOLE SAMPLE

NEEDS OF INDIVIDUAL SUB-GROUPS

FIG. 7



- (iii) A need for economic security.

A need for a fair and consistent company policy was found to be most dominant amongst the respondents belonging to artisan and supervisory/administrative subgroups. These workers expressed feelings of dissatisfaction concerning an unfair management system in favour of the White worker. In view of their education and experience (See Figures 9B and 11B) these workers regard themselves as sufficiently qualified to fill any senior position in the companies they are working for. The lack of scope for upward occupational mobility, due to a management policy in favour of the White worker, with, in many cases lower qualifications and less experience than the respondents, was found to be the primary stimulant of their dominant need for fairness.

A need for secure employment was found to be predominantly confined to respondents employed in unskilled, semi-skilled and skilled positions. The need for job security was most frequently expressed by respondents of the unskilled/semi-skilled subgroup than by those of the artisan subgroup. The existence of a need for job security amongst these workers can be said to be directly related to economic conditions prevailing at the time of the study. This conclusion is validated by replies to questions one (1) and three (3) of the questionnaires for unskilled/semi-skilled workers and artisans respectively. These replies indicated that thirty-four percent (34%) of the respondents in the two subgroups were working in the construction industry for the following reasons:

- (i) the company they worked for previously had closed down
- (ii) the company they worked for previously had reduced staff
- (iii) they could not obtain employment anywhere else

(iv) it was by far easier to obtain employment in the construction industry

(v) it was the first job they came across.

The need for secure employment amongst unskilled and semi-skilled workers was reflected by responses to question four (4) of their questionnaire. Analysis of these responses indicated that whereas only thirty-seven percent (37%) of them were confident about the security of their jobs, sixty-one percent (61%) gave indication of some anxiety about their job future.

A need for economic security was predominantly mentioned by respondents of the supervisory/administrative subgroup of the sample. Although most of these workers were found to share in common company fringe benefits such as medical aid and pension for example, they were less satisfied in their need for a secure future. These respondents were not so much concerned about the day-to-day security of their jobs, but rather the longterm prospects of it.

As opposed to respondents of higher employment categories, unskilled and semi-skilled labourers were less concerned about any form of economic security (see responses to questions 1 and 5 of their questionnaire). While only a small number of workers (26%) indicated confidently that they were members of either a pension fund, sick fund or accident fund, the majority (64%) were uncertain about their membership of any of these funds. Considering this attitude of the respondents in the light of further results (responses to questions 7 and 8 of their questionnaire) i.e. that nearly all of them fully realized the benefit that a household can derive from these funds, as well as the fact that many of them were willing to contribute to such funds, one is led to the following conclusions:

(i) their need for economic security is as yet not prepotent enough to influence their behaviour and attitude

- (ii) other lower or higher order needs of these workers are more dominant than the need for economic security
- (iii) the need for economic security might be present amongst these workers but due to the fact that many of the outcomes that can lead to satisfaction of these needs are beyond the reach of the unskilled and semi-skilled workers, they do not endeavour to satisfy this need at work.

The last conclusion is based on the fact that according to the minimum pay rate-sheet of the Industrial Council for the Building Industry of the Western Cape, provision has been made for unskilled workers to become members of a subsidised holiday fund and pension fund only. Subsidised medical aid benefits have been made available to artisans only and not at all to unskilled and semi-skilled workers (Appendix A).

The most prepotent physiological need of the respondents was found to be predominantly a need for more money. This need was found to be most dominant amongst apprentices and least dominant amongst artisans. The results indicate that apprentices expressed security needs less frequently than any of the other three subgroups of the sample. The contract of training under the provisions of the Apprenticeship Act appear to be the primary reason why apprentices are least concerned about the security of their jobs. The temporary satisfaction of their safety needs as provided by the contract of training can be regarded as the primary factor contributing to the dominance of the physiological needs of these workers. Whether the relative importance of their needs will change so as to approach those of artisans when the contract of training has expired, will have to be seen.

Compared to supervisory and administrative workers, unskilled workers mentioned physiological needs slightly less frequently. However, replies to questions 2 and 17 of the questionnaire for unskilled/semi-skilled labourers are indicative of a relatively strong need for money amongst members of this group. Analysis

A FIT OF HERZBERG'S FIRST LEVEL FACTORS TO MASLOW'S HIERARCHY OF HUMAN NEEDS

TABLE 7

VALUES SPECIFIED = PERCENTAGE FREQUENCY OF MENTION OF NEEDS BY RESPONDENTS OF SINGLE SUB-GROUP.

NEED CAT.	NEED FACTORS	UNSKIL SEMI-	ARTS.	SUP. ADM.	APPR.
PHYSIOLOGICAL	CLOTHES/FOOD/SHELTER			3	
	MONEY - MORE MONEY	21	14	19	47
	FAVOURABLE WORKING CONDITIONS				
SAFETY	JOB SECURITY/TO LIVE IN A PREDICTABLE, ORGANISED WORLD	34	24	1	
	COMPANY POLICY/MANAGEMENT/FAIRNESS AND CONSISTENCY		22	16	16
	ECONOMIC SECURITY - MEDICAL AID, PENSION FUND, ETC.			9	
SOCIAL	TO BE PART OF THE GROUP		2	5	
	TO BE ACCEPTED BY THE GROUP				4

1. NEED CATEGORIES.
2. UNSKILLED AND SEMI-SKILLED
3. ARTISANS
4. SUPERVISORY AND ADMINISTRATIVE
5. APPRENTICES

NEED CAT.	NEED FACTORS	UNSKIL SEMI-	ARTS.	SUP. ADM.	APPR.
ESTEEM	ADVANCEMENT AND PROMOTION		20	9	37
	RECOGNITION FOR ACHIEVEMENT			1	
	TRAINING/KNOWLEDGE/EDUCATION	18		12	
SELF ACTUALIZATION	SELF-FULFILMENT	5		6	
	SELF DEVELOPMENT AND CREATIVITY IN BROAD SENSE		2		
	WORK ITSELF	18		5	
	RESPONSIBILITY/AUTHORITY		2	3	
	ACHIEVEMENT			3	
	POSSIBILITY OF GROWTH/ADVANCEMENT IN OWN SKILLS		14	2	

REFERENCE: APPENDIX E

of the results indicated that over fifty percent of the respondents interviewed preferred to work in the construction industry because of a better rate of pay than for any other source of employment. However, from discussions with workers of this group it was apparent that they are more grateful for having an income rather than being concerned about the size of the income.

The fact that forty-seven percent (47%) of the unskilled workers interviewed were unmarried (Figure 8A), could have had a definite influence on the relative importance of the needs of the group as a whole. Unmarried respondents normally receive the same income as married ones, but because they enjoy relatively more freedom in using their earnings, they declare a higher level of satisfaction with their earnings. Their need for more money is consequently less dominant than that of the married workers.

For the married workers, the need for more money was found to be indirectly a need to acquire the bare essentials for existence i.e. food, shelter, clothing, etc. This need was found to be stimulated by sociological factors such as:

- (i) the size of the household - the sociological study indicated that thirty-five percent (35%) of the married unskilled workers had five (5) and more children and forty percent (40%) had between three (3) and four (4) children. (Figure 8A)
- (ii) the inability of the wife, due to the size of the household, to contribute to household income. Analysis of the sociological data indicated that the wives of sixty percent (60%) of the respondents were housewives, thirty-five percent (35%) were employed as domestic servants and five percent (5%) were working as teagirls and cleaners in offices.

In one particular case the need for more money was found to be so acute that the two eldest sons of a respondent had to leave school to assist in providing for the family. Both sons were

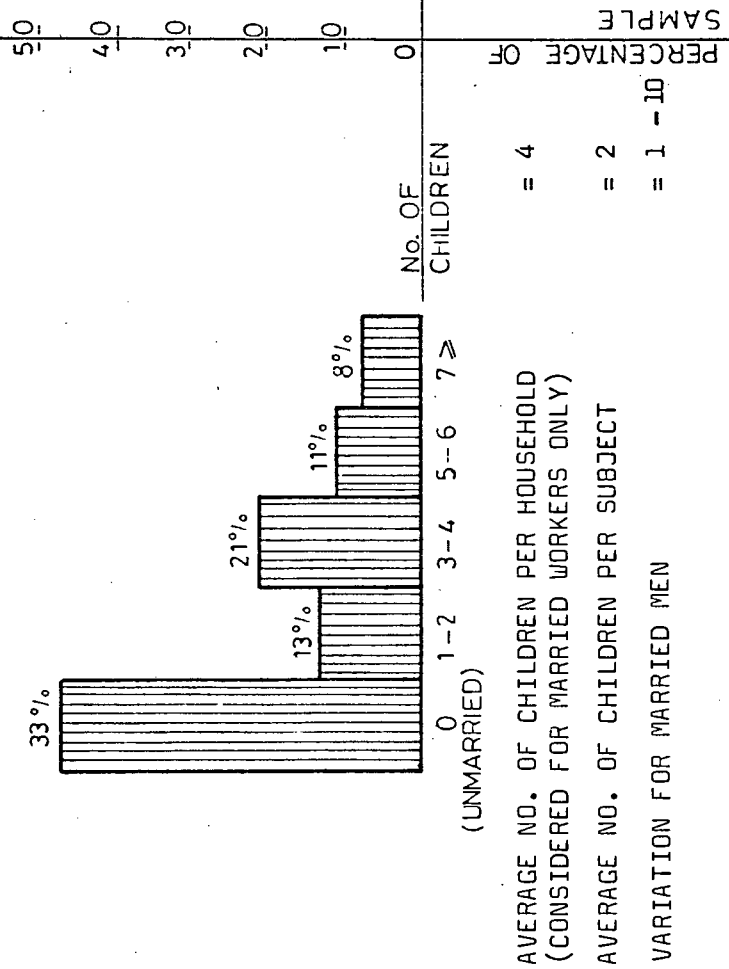
FAMILY - SIZE

HOUSEHOLD OF RESPONDENT

FIG. 8 A

HOUSEHOLD OF PARENT

FIG. 8 B



working as unskilled labourers with their father on one of the construction sites that has been visited (see photograph).

Although respondents of the supervisory/administrative subgroup also gave indication of a strong need for more money, it was found to be of a different nature to the physiological needs of the unskilled/semi-skilled subgroup. Compared to workers of the unskilled/semi-skilled subgroup, the earnings of these workers were found to be considerably higher. Their need for more money was therefore not so much indicative of a deficiency in the factors essential for their bare existence but rather to acquire these factors in such a form so as to maintain a specific standard of living. These workers want to dress better, eat better and live in better houses than the unskilled worker. In this respect their physiological requirements can be said to be largely dictated by their social environment and the sociological conditions under which they grew up. However, it will appear that in the work situation these respondents seek satisfaction, primarily, of their need for more money, before paying attention to whatever other needs, the satisfaction of which is related to the things money can buy.

The fact that respondents of two different employment levels can have nearly equally potent lower level needs (as was found to be the case for the unskilled/semi-skilled and supervisory/administrative groups of the sample), was the primary reason why Prof. Herzberg doubted the existence of a hierarchy of needs as postulated by Maslow. It is Herzberg's contention that lower level needs, such as physiological and safety needs, are actually never fully satisfied - they just change form. In this respect Herzberg's view is supported by the findings of this study. Although both unskilled/semi-skilled and supervisory/administrative workers gave indication of nearly equally potent physiological needs, there was found to be a difference in the nature of the needs of the two groups.



FATHER AND TWO SONS WORKING TOGETHER IN THE
SAME TEAM ON A CONSTRUCTION SITE IN THE
CAPE PENINSULA

5.1.2 Social Needs

Social needs were rarely expressed by the respondents (Figures 6 and 7). Analysis of the results indicated that social needs were completely dormant in respondents of the unskilled/semi-skilled and apprentice subgroups. Only workers employed in skilled and supervisory/administrative positions gave indication of a need for belongingness (Table 7). The primary stimulant of this need was found to be the reluctance of White colleagues to have spontaneous informal interaction with them in the work environment. The need to be sincerely accepted by their White peers and to feel part of the group of workers with whom they have the most formal contact at work was found to influence the behaviour of some of the respondents.

It should, however, be emphasized that the social needs of the respondents were found to be the least important needs of all four subgroups of the sample. Nevertheless, it cannot be overlooked that these needs were found to assume some degree of importance for those workers holding senior positions in the construction industry.

5.1.3 Higher-Order Needs

With regard to the entire sample, higher-order esteem and self-actualization needs were found to be less potent than the lower-order physiological and safety needs. Esteem needs were more frequently mentioned by the respondents than self-actualization needs. For respondents of the three subgroups, namely (a) unskilled/semi-skilled, (b) artisans and (c) supervisory/administrative, esteem and self-actualization needs combined, were found to be on the average equally important. While, of all the subgroups of the sample, apprentices mentioned esteem needs most frequently and unskilled/semi-skilled workers least, the exact reverse situation was found to exist with regard to the self-actualization needs of the two groups. On the contrary, apprentices did not give indication of self-actualization needs at all.

The two particular esteem related needs that were most frequently mentioned were (a) the need for advancement and better job opportunities and (b) the need for education and training (See Table 7).

Unskilled labourers most frequently mentioned the need for education and training. Responses to the question : "What is the most important reason why you work in the construction industry ?", indicated that nearly twenty percent of these respondents are working in the construction industry because of their ambition to learn a trade: - "Om 'n amp te leer." The esteem related need for knowledge and education was found to be closely related to the conditions under which the majority of unskilled labourers had to terminate their studies. Analysis of the sociological information indicated that many of them did not leave school voluntarily but were forced to terminate their studies because of mainly financial problems in the family (Appendix D). Seventy-three percent (73%) of the respondents were forced to leave school for the abovementioned reason. From discussions with unskilled labourers it was apparent that many of them were willing to leave school, thinking that they would continue their studies by attending evening classes at a school in the Cape Peninsula. However, due to factors such as:

- (i) long working hours,
- (ii) a lack of transport between their hostels and the schools where evening classes are being offered,
- (iii) the physical exhaustion brought about by the type of work they are doing and,
- (iv) the small income of these workers, their intentions never materialized.

The results indicated that twenty-three percent (23%) of these respondents had standard six and higher schoolleaving certificates while sixty percent (60%) had schoolleaving certificates of standard five and higher. Just one or two years of extra schooling would have enabled these workers to qualify themselves as artisans. No wonder that the need for more education was found to be so prepotent amongst members of this group !

The esteem related needs of artisans and supervisory/administrative workers were found to be two-fold : firstly, a need for advancement and better job opportunities and secondly, a need for more training. Analysis of the results indicated that artisans mentioned the need for advancement more frequently than respondents of the supervisory/administrative subgroup. Responses to question 11 of their questionnaire indicated that their need for advancement cannot be considered as a pure esteem related need (Appendix B.2). The fact that these workers perceived a strong relationship between promotion and an increase in earnings, is an indication that their need for advancement may also be instrumental in satisfying deficiencies in their lower-order physiological needs. Keeping in mind that in a modern industrial environment, promotion can be regarded as practically the only key to a sizable increase in earnings, it is absolutely possible that "substitution" of an esteem need for a physiological need could have taken place for workers of this subgroup.

On the other hand, the need for advancement can also be looked at as satisfying the esteem related status and prestige needs of these workers, as pointed out earlier. However, the fact that their responses were indicative of a need for advancement per se, is important for understanding the behaviour of these workers in the work situation.

The esteem related need for training and education was more frequently mentioned by respondents of the supervisory/administrative subgroup than by those of the artisan subgroup. However, respondents of both subgroups were very eager to improve

their present level of education. In this respect it was found that they hold their companies largely responsible for the training of its employees. They, for example, expect the company to send them on courses at a technical college, to arrange seminars on aspects related to their work and to provide in-firm training for employees.

As was found to be the case for unskilled/semi-skilled respondents, many of these respondents had to leave school or terminate their studies for reasons other than their own reluctance to continue their schooling. Their initial intention was to use their job as a stepping stone to accumulate the capital that is necessary to further their studies at a later stage. Unfortunately, due to unforeseen obligations brought about by debts and marriage, they became so dependent on their income that all these goals had to be foresaken with the passage of time.

The self-actualization needs of the sample consisted of a number of different needs of which the following were most frequently mentioned by respondents - listed in order of importance :
(Table 7)

- (i) a need to derive satisfaction from the work itself,
- (ii) a need for advancement in their own skills,
- (iii) a need for self-fulfilment,
- (iv) a need for responsibility and authority and,
- (v) a need for achievement.

Analysis of the results indicated that nearly twenty percent of the respondents of the unskilled/semi-skilled subgroup are working in the construction industry because of their interest in the work itself. In this respect, common responses of the workers to the question : "What is the most important reason why you work in the construction industry ?" were:

(i) "I like this kind of work".

(ii) "I have an interest in this kind of work".

Advancement in their own skills was most frequently mentioned by respondents of the artisan subgroup. Replies to question 3 of their questionnaire indicated that one of the major reasons why these workers resigned from previous jobs, was primarily to gain a wider knowledge and more experience in the work they are doing. The reluctance of companies to move artisans around on projects so that they can acquire a knowledge of all aspects of their trade, appeared to be instrumental in their need for advancement being dominant.

The self-actualization needs most frequently mentioned by respondents of the supervisory/administrative subgroup were:

(i) a need for self-fulfilment,

(ii) a need to derive satisfaction from the work itself,

(iii) a need for achievement.

The need for self-fulfilment (job satisfaction) was most frequently mentioned by members of this subgroup. On account of their ability and experience in the kind of work they are doing, supervisors in particular, have succeeded in reaching a relatively senior position in the job structure of their firms. It was found that many of them perceive their present positions as an ultimate level of promotion for a Coloured worker having such qualifications. Having reached the "ultimate" in their career, they now seek satisfaction from the work itself. These workers consequently take a very deep interest in the work they are supervising and set targets for themselves which they then strive to achieve. The successful accomplishment of these targets (as well as those set by the company) was found to provide some kind of satisfaction of their need for self-fulfilment.

For the purpose of this study, the ability of a worker to perform at a given level under any set of environmental conditions, was considered to be mainly a function of the following intrinsic individual factors:

- (a) training (skills and techniques)
- (b) experience ("How to do it" knowledge).

However, although not considered in this study, extrinsic situational factors such as breakdown in machinery, unavailability of raw materials and tools, inconsistent company policy etc. can also prevent the worker from performing well.

The results on intrinsic individual factors to be discussed in this section, should therefore be considered together with the results on extrinsic situational factors, particularly company policy and supervision. It should, however, be pointed out that in this study more emphasis was placed on the effects that intrinsic individual rather than the extrinsic situational factors have on the motivation of the worker to perform at a given level.

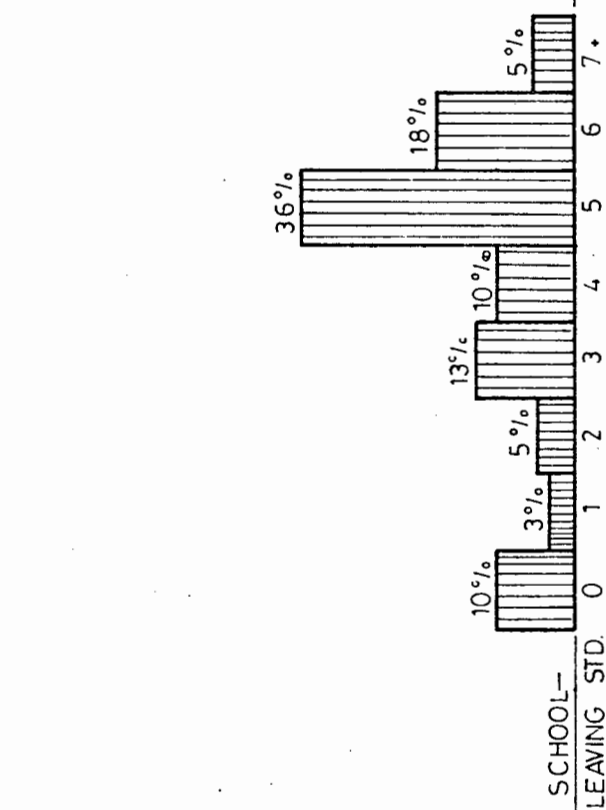
UNSKILLED AND SEMI-SKILLED WORKERS - Analysis of the results indicated a relatively high level of education for the majority of the respondents of this subgroup (Figure 9A). Fifty-nine percent (59%) of the workers interviewed were in possession of standard five and higher schoolleaving certificates. Ninety percent (90%) of them attended school and only ten percent (10%) did not attend school at all. The lowest standard passed by the respondents who actually attended school was found to be standard one.

The distribution of school qualifications of the members of this subgroup as shown in Figure 9A, is indicative of a maximum schoolleaving rate at the end of standards five and six,

EDUCATION AND TRAINING

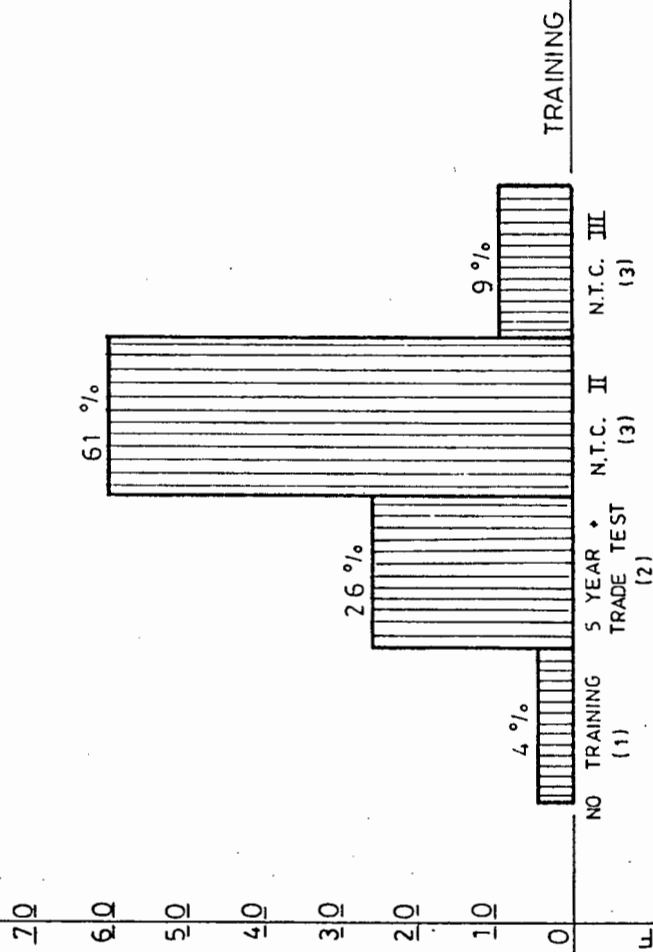
UNSKILLED and SEMI-SKILLED WORKERS

FIG. 9.A



ARTISANS

FIG. 9.B



1. WORK AS ARTISANS WITHOUT ANY FORMAL POST-SCHOOL TRAINING.
2. QUALIFIED UNDER PROVISIONS OF "TRAINING OF ARTISANS ACT".
3. QUALIFIED UNDER PROVISIONS OF "APPRENTICESHIP ACT".

or, put another way, on completion of their primary school training. Figure 9A indicates that thirty-six percent (36%) of the respondents successfully completed standard five at school and eighteen percent (18%) standard six. It can consequently be said that fifty-four percent (54%) of the respondents of this subgroup left school on obtaining their standards five and six school certificates and only a small percentage (5%) of them were actually successful in obtaining any higher schoolleaving qualifications.

The high schoolleaving rate of the respondents on completion of standards five and six at school was found to be directly related to a number of factors as listed below:

- (i) The educational system and policies of the country:
The Coloured educational system with regard to school education, can be broadly subdivided into three successive stages, viz.
 - (a) a primary school system from sub-standard 'A' up to and including standards five or six,
 - (b) a secondary school system from standards six or seven up to and including standard eight,
 - (c) a high-school system from standard nine to standard ten.

At the moment, schooling offered in rural and semi-urban towns is confined to the primary school level.

Secondary and high schools are mostly confined to big towns and cities. Coloured children attending most of the farm and small town schools and who want to further their studies at a secondary or high school are forced to leave the house of their parents and move to a big town or city where most of these schools are situated. This, together with

the lack of capital in the household to finance the accommodation and schooling of the child, lead to the termination of studies.

- (ii) The lack of capital in the household, particularly in the case of farm workers, and unskilled workers: This was found to be one of the major factors preventing the child from furthering his studies at a secondary or high school. Analysis of the results (Appendix) indicated that seventy-three percent (73%) of the respondents left school as a result of financial problems in the household. The results also indicated that the fathers of fifty-eight percent (58%) of the respondents were employed as unskilled labourers and farmworkers who had no means or prospect of personally financing the studies of their children.
- (iii) The mature age of the respondents on completion of their primary school training as a result of either a high failure rate at primary school level or a very mature school entering age: The average school-leaving age of the workers interviewed were found to be as follows: (See Table 8)

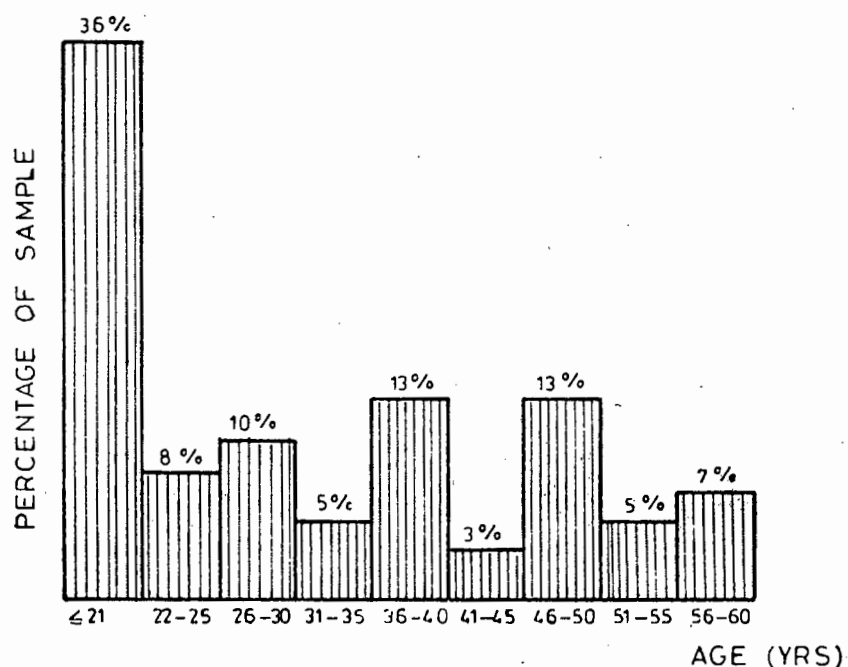
Standard three	-	15 years
four	-	16 years
five & six	-	17 years
seven & eight	-	17 - 18 years

By the time these respondents had passed standard five or six, they were already three to four years behind the child who made regular progress at school.

The average number of years of practical experience of unskilled/semi-skilled workers were found to be eight-and-half ($8\frac{1}{2}$) years (Figure 11A). The majority (56%) of the respondents

AGE COMPOSITION OF UNSKILLED AND SEMI-SKILLED WORKERS

FIG. 10



AVERAGE SCHOOL-LEAVING AGE OF UNSKILLED SEMI-SKILLED WORKERS

TABLE 8

SCHOOL STANDERD	3	4	5	6	7 & 8
AGE YEARS	14-16	14-17	16-18	16-18	17-18

were working as unskilled labourers in the construction industry for a period varying between one-and-a-half ($1\frac{1}{2}$) and five (5) years. The remaining forty-four percent (44%) of the subgroup had practical experience of their work varying between six (6) and thirty-five (35) years, with twenty-four percent (24%) doing unskilled work for a period varying between six (6) and ten (10) years.

The relatively short period of practical experience of the majority of members of this subgroup can be attributed to factors such as:

- (i) The youthfulness of a significant number of the respondents - thirty-six percent (36%) of the respondents were twenty-one years and younger (Figure 10).
- (ii) The fact that many of the respondents who were under the age of 21 years left school at a very mature age as pointed out above.
- (iii) The downswing in the economic state of the country that forced many unemployed workers from other industries to take up employment in the construction industry. Analysis of the results indicated that only thirty-three percent (33%) of the respondents worked in no other industry but the construction industry only (Appendix D). Sixty-seven percent (67%) of the respondents had for some period in the past worked outside the construction industry in places like factories, refineries, garages, etc.

ARTISANS: - Most of the respondents of this subgroup were found to have technical qualifications (Figure 9B). Seventy percent (70%) of the respondents were in possession of N.T.C. II and N.T.C. III technical certificates, twenty-six percent (26%) qualified themselves as artisans under the provisions of the "Training of Artisans Act" i.e. with five years



A GROUP OF FIRST YEAR APPRENTICES ATTENDING A THREE-MONTHS
IN-FIRM TRAINING COURSE AT ONE OF THE COMPANIES VISITED

guided experience and a practical examination, and only four percent (4%) were working as artisans without any formal academic qualifications. All the technically qualified respondents had a minimum schoolleaving certificate of standard seven.

One of the construction companies visited even provides additional training, over and above the normal technical training for their apprentices. At the time of the visit, nine apprentices (See Photographs), mostly with N.T.C 1 Technical certificates, were receiving in-firm training in a newly constructed training centre of this particular company (See Photographs). The training was for a period of three months, following immediately on completion of the N.T.C. 1 course at technical college, and was aimed at teaching the apprentice mainly the practical application of theory. On completion of the three months of in-firm training, the apprentice is allocated to a construction site where he has to apply these techniques in practice.

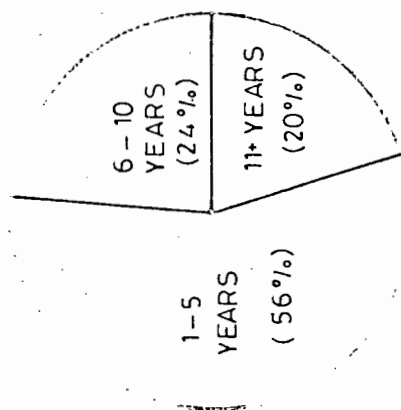
The average practical experience of artisans was found to be ten-and-a-half ($10\frac{1}{2}$) years. The majority (70%) of the respondents of this subgroup were working in the construction industry for a period varying between six (6) and twenty-six (26) years. Only thirty percent (30%) of the respondents had five (5) and less years practical experience. (Figure 11B)

In view of the results on practical experience of the two subgroups, unskilled/semi-skilled workers and artisans, it is apparent that the latter group has by far the most experience in the work they are doing. The factors contributing to this difference in practical experience between the two groups were found to be mainly those related to the short period of practical experience of the unskilled/semi-skilled subgroup, as well as the fact that most of the respondents who qualified themselves as artisans entered the construction industry immediate on completion of standard seven at school. Respondents of the Artisan subgroup therefore had an advantage

PRACTICAL EXPERIENCE

UNSKILLED / SEMI-SKILLED WORKERS.

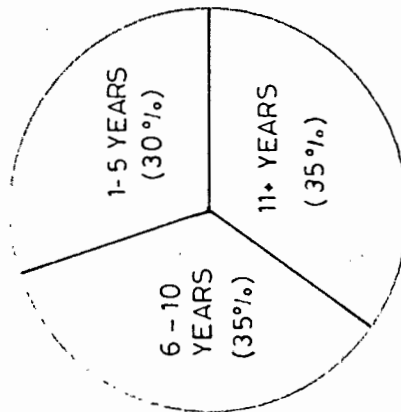
FIG. 11.A



TOTAL NUMBER OF YEARS OF PRACTICAL EXPERIENCE = 323,25 YRS.
 AVERAGE / WORKER = 8,5 YRS.

ARTISANS

FIG. 11.B



TOTAL NUMBER OF YEARS OF PRACTICAL EXPERIENCE = 244,5 YRS.
 AVERAGE / WORKER = 10,6 YRS.



MODERN LECTURE THEATRE FOR IN-FIRM TRAINING OF WORKERS
AT ONE OF THE COMPANIES VISITED

in time on those of the unskilled/semi-skilled subgroup of whom many had worked in industries completely unrelated to the construction industry for some time in the past.

SUPERVISORY AND ADMINISTRATIVE WORKERS: - The supervisors of this subgroup were all qualified artisans with an indepth knowledge of the work they were supervising. They were all proud of either a long standing service with the company they were working for or the number of different construction companies they had worked for in the past. The mere fact that they were considered qualified enough for the position of foreman, a job that normally involves a great amount of responsibility, is enough indication of the ability of these respondents to perform well in their work.

The administrative workers were found to have the highest school leaving qualifications of all the subgroups of the sample. The minimum school leaving qualification of these respondents were found to be standard eight, but the majority were in possession of standards nine and ten certificates. Some of them were qualified artisans who, for unknown reasons, have changed over to administrative work. One particular respondent, working as a storeman on one of the construction sites, attended university for two years before taking up employment in the construction industry. Five of the respondents of this subgroup were enrolled for part-time study courses either (a) at a school to obtain a matric certificate or (b) at a South-African correspondence college to obtain one or other technical certificate.

The practical experience of these respondents varied between four (4) and twenty-one (21) years. Although it was found that thirty percent (30%) of the members of this subgroup have worked for more than one company already, they were always involved in the same kind of work. As a consequence of their experience many of them regarded the repetitive nature of their tasks as causing most of the frustration of their days at work. The fact that these respondents are normally



JOINERY SHOP FOR IN-FIRM TRAINING OF FIRST-YEAR APPRENTICES
AT ONE OF THE CONSTRUCTION COMPANIES VISITED

only concerned with a particular aspect of the administrative function of the company, such as checking of accounts or ordering or allocation of plant for example, limits the scope of their work to a number of repetitive operations that, in their opinion, requires very little experience to grasp and perform skillfully.

5.3 FEELINGS OF SELF-COMPETENCE

In this section of the study an attempt has been made to determine the extent to which the Coloured construction worker evaluates himself positively in terms of his ability and competence, i.e. to determine the level of self-competence of the worker. It was argued that with a knowledge of the degree to which the worker believes he is competent enough to influence successfully his environment, it will be possible to determine the level of self-esteem of the respondents.

In terms of the above argument, workers who evaluate themselves negatively will have a low level of self-esteem while those who evaluate themselves positively will have a high level of self-esteem. Since, as indicated in Figure 4A, the expectancy beliefs of the worker is partly determined by his self-esteem, empirical results aimed at determining the level of self-esteem of respondents is therefore of fundamental importance in a study of this nature.

UNSKILLED AND SEMI-SKILLED WORKERS: - Analysis of the results indicated that the respondents of this subgroup do not regard themselves, individually, as indispensable operatives in the construction industry. However, they do believe that as an unskilled labour group they constitute an important labour resource of construction companies. Responses to questions 36 and 37 of their questionnaire indicated that they attributed the perceived importance of their role as a labour resource mainly to the following factors:

- (i) The majority of Black workers residing in the Cape Peninsula will ultimately be moved to their different homelands. This will eliminate the possibility of any form of competition for unskilled workers by Blacks.
- (ii) White South-Africans will never be prepared to do unskilled work.
- (iii) They regard themselves superior to Black labour for the following reasons:
 - (a) Coloureds are faster workers than Blacks.
 - (b) Coloureds have the necessary aptitude for the work - Blacks are slow to grasp the requirements of the job on instruction.
 - (c) Blacks normally have a language problem.
 - (d) Coloureds have a greater interest in construction work than Blacks.

Replies to questions 14 and 16 of their questionnaire indicated that the majority (85%) of the respondents of this subgroup are still of the intention to better their position at work, and view themselves as having the necessary ability to realize their ambition. The confidence that these workers possessed in their own abilities appeared to be partly stimulated by the feedback they receive from their supervisors on their job competence and output progress. Responses to questions 10 and 12 indicated that the self-competence of seventy-six percent (76%) of the respondents of this subgroup is positively influenced by the occasional "pat on the back" from the foreman for their good work. This attitude of the foreman, together with the occasional delegation of more "responsible" and higher status tasks to members of this subgroup, were found to be an incentive and instrumental in developing a confidence in their own abilities.

On the basis of discussions with these respondents it will appear that the feedback they receive from others in the organization, especially the foreman, made them believe that, although they are not at all indispensable to the organization, they are definitely needed by their immediate superiors. They believe that, in the event of them being dismissed, it would only be to the detriment of their foreman. This belief they have formulated on the basis of:

- (i) the expert knowledge they have developed concerning the work they are doing ,
- (ii) the fact that the foreman can confide in them,
- (iii) the fact that they regard themselves as being reasonably well acquainted with company standards ,
- (iv) the fact that they are familiar with the expectations of the foreman and have good rapport with him - "Ons kom goed klaar".

On the strength of the abovementioned contentions, the respondents came to the conclusion that their replacement by someone else will require a period of training for such a person that, in turn, will not only result in a waste of valuable time but also the making of unnecessary mistakes that could become very costly in the end.

ARTISANS AND APPRENTICES: - Analysis of the responses to question 13 of the questionnaire for artisans, is indicative of a very high level of self-esteem for members of this group. Eighty-three percent (83%) of the respondents were convinced that they possessed the necessary ability to fill a number of responsible positions in their company.

In terms of the results, only forty-eight percent (48%) of the respondents were convinced that their technical training had any positive effect on their overall productivity and sense

of responsibility (responses to question 8). The extent to which these respondents evaluate themselves positively appears to be more a function of the confidence they have in their own abilities than a direct consequence of their technical qualifications.

It is interesting to note that when these respondents were asked to list three positions in the organizational hierarchy that they feel themselves capable of filling successfully, they have listed the position of "leading-hand" more frequently than any other position. The particular positions that they have listed, as well as the percentage frequency of the results in favour of each position, is given in order of importance below:

Leading hand	=	52%
Foreman	=	26%
General Foreman	=	22%

On the basis of the results indicated above, it can be said that artisans are more convinced of their abilities to perform at a level just above their present level of performance but, have less confidence in their abilities to perform at a level much higher than their present one.

SUPERVISORY AND ADMINISTRATIVE WORKERS: - Responses to section one of the questionnaire for this subgroup indicated that they perceive themselves as possessing the necessary potential and ability to improve their present level of performance as well as to accept more responsibility in their work. However, it will appear from their replies to questions 9, 11, 12 of the same section of the questionnaire, that the feedback they receive from those relevant others in the organization on their abilities and competence, is perceived by them as unfair and unjust. The lack of recognition for good performance was found to have a negative effect on the feeling of self-competence of the members of this subgroup.

Further analysis of results indicated that nearly eighty per-cent of the respondents were still of the serious intention to improve their present position at work. This intention was found to be stimulated by the confidence they have in their own competence to perform at a level higher than at present. It was the opinion of some of the respondents of this subgroup that they felt significantly under-utilized in the kind of work they were doing at that time.

Replies to questions 3 and 4 (section 2) of the questionnaire, indicated that the aspect of traditional job reservation in the construction industry, has a negative effect on the feelings of self- competence of these respondents. The fact that they are considered as being incompetent to fill certain positions in the company was found to have a demoralising effect on them.

5.4 SUPERVISION

In this section of the study an attempt has been made to obtain information on the desirable personal characteristics of the supervisor, the significance of the racegroup of the supervisor as well as the nature of worker/supervisor relations in the work situation.

5.4.1 The Desired Personal Characteristics of the Supervisor

The relevant statements in the questionnaire were aimed at obtaining information on worker attitude with regard to the desirable characteristics of the supervisor's personality for both normal and abnormal (pressure) working conditions. Responses to these statements indicated that the three particular characteristics most frequently mentioned by the respondents (75% of the time) are those listed in order of importance below:

- (i) Human relations attitude - 35% of the time.
The supervisor must have an interest in his subordi-

nates, must care for them, must be friendly, polite, likeable, approachable, understanding and willing to listen.

- (ii) Serious attitude towards the work - 33% of the time. The serious attitude of the supervisor was frequently expressed as "strictness". However, the actual implication of this attitude of the supervisor is that he should not allow laziness, reluctance to work, carelessness, the making of unnecessary mistakes etc. Rudeness, swearing and any form of aggressive behaviour was found to be undesirable characteristics of the personality of the supervisor.
- (iii) Knowledge and experience - 7% of the time. The supervisor must be knowledgeable and experienced in the work he is supervising so that he can give the much desired guidance to the workers.

Although other desirable characteristics were also indicated by the respondents, they were by far less frequently mentioned than the three discussed above (Appendix C).

Responses of the supervisory/administrative subgroup indicated that apart from the three traits mentioned above, the group also prefer a supervisor who is honest, fair and not prejudiced with regard to the racegroup of the worker. Furthermore, the supervisor should be hardworking (work with the "boys") and energetic.

Artisans on the other hand also frequently mentioned that the supervisor should be someone who leads by example, who works with the men and who identify with his subordinates. Unskilled and semi-skilled labourers again, indicated that the supervisor should also have the ability to explain, to teach and to give proper guidance.

Under abnormal (pressure) working conditions it will appear that the attitude of the supervisor should be to inform the workers in detail about the nature of the condition. Being chased around and pressurized for reasons they are not fully aware of were indicated as completely undesirable. Analysis of the results indicated that the necessity to explain the reasons for the urgent condition was most frequently mentioned by the respondents (30% of the time).

Apart from explaining the reasons for the urgent condition, the supervisor should be normal (as usual) and maintain a serious attitude towards the work (Appendix C). Members of the supervisory/administrative subgroup also frequently mentioned (7% of the time) that the supervisor should give the necessary inspiration by working with his subordinates under abnormal working conditions.

5.4.2 The Racegroup of the Supervisor

Analysis of the results indicated that the preference of the respondents for a supervisor of a particular racegroup vary directly with a change in the occupational level of the workers. Whereas fifty-four percent (54%) of the respondents of the unskilled/semi-skilled subgroup were in favour of a Coloured supervisor, seventy-eight percent (78%) of the respondents of the supervisory/administrative subgroup were completely indifferent with regard to the racegroup of the supervisor. In terms of the results then, it can be said that whereas a Coloured supervisor will be most suitable for supervising workers in low occupational levels, the racegroup of the supervisor is of secondary importance as far as workers in middle and upper occupational levels are concerned.

The preference of the respondents for a supervisor of a specific racegroup was found to be influenced by mainly the following factors:

- (i) communication problems,
- (ii) the perceived power of the supervisor,
- (iii) the willingness of the supervisor to do his work properly,
- (iv) the extent to which the supervisor cares for and has an interest in his subordinates.

Analysis of the results indicated that the preference of respondents of the unskilled/semi-skilled subgroup for a supervisor of a specific racegroup was strongly influenced by a breakdown in communication between them and a supervisor of the White racegroup. The members of this subgroup were of the opinion that Coloured supervisor "understand" their problems by far better than White supervisors who always give the impression that they are not interested in their problems.

A further breakdown in communication between respondents of the unskilled/semi-skilled subgroup and a White supervisor was found to be caused by a feeling of distrust between the worker and the supervisor. Analysis of the results indicated that members of the unskilled/semi-skilled subgroup were reluctant to discuss their problems with a White supervisor for fear that expression of their grievances would incur his displeasure.

Respondents of the supervisory/administrative subgroup, on the other hand, did not give indication of any such communication problems whatsoever. Unlike members of the semi-skilled/unskilled subgroup, they felt more free to communicate with their White superiors and colleagues and consequently were more willing than the unskilled workers to work under the supervision of a White supervisor.

The belief that White supervisors have informal power that they can use to the benefit of their subordinates, was found to have a significant influence on the preference of respondents,

particularly those of the unskilled/semi-skilled subgroup, for a supervisor of the White racegroup. The contention of these workers was that White supervisors have direct access to top management and can therefore represent them, his subordinates, by far better than Coloured supervisors who in their opinion have limited power in the organization.

The contention of the respondents that Coloured supervisors

- (a) treat their subordinates better than White supervisors,
- (b) have a greater interest in their men,
- (c) show greater concern for their men and
- (d) are more approachable than White supervisors,

had a positive influence on their preference for a Coloured supervisor. Unskilled and semi-skilled respondents in particular were very concerned about the above characteristics of the supervisor's personality. These workers expressed an attitude of fear for a White supervisor that can be considered one of the major reasons why they prefer not to work under a supervisor of the White racegroup.

5.5 THE PRESENT SITUATION IN THE CONSTRUCTION INDUSTRY

Responses to questions aimed at obtaining information on how the Coloured construction worker perceives the current employment situation in the construction industry with regard to

- (a) his chances to produce at a higher level,
- (b) to obtain desired outcomes as well as
- (c) receiving satisfying rewards,

were found to be a complex mix between company policy and the political policy of the country.

The results indicated that the respondents perceive the management policies of construction companies to be largely a reflection of the political policy of the country, structured in such a manner so as to favour White employees and to discriminate unfairly between White and Coloured workers in the work situation. It can be said that these respondents perceive the Coloured construction worker to be at the same receiving end of the management policies of the "White companies" they are working for as is the case for the "Apartheid" policy of the "White Government" of the country.

Replies of unskilled and semi-skilled respondents to questions 15 and 22 of their questionnaire indicated that these workers do not perceive the policy of their company as confining Coloured workers to low occupational levels only. The majority (76%) of these respondents were of the opinion that where Coloured workers had the necessary ability and ambition to improve their position at work, they do have the opportunity to do so. However, in the process of obtaining a desired promotion outcome, there appear to be numerous factors, mainly related to the political policy of the country, that make it more difficult for these workers to be promoted in a construction organization as is the case for a White worker. These factors were found to be mainly the following:

- (i) Favouritism for White employees in the work situation.
- (ii) The traditional attitude that Coloured workers cannot supervise White workers.
- (iii) More top-level job opportunities being made available for White workers only.

Analysis of further results (question 24 of questionnaire for unskilled workers) was found to be indicative of a difference in the approach managements have towards their Coloured and White employees. In this respect sixty percent (60%) of the respondents of this subgroup were convinced that construction companies do not treat their Coloured employees in the same way as they treat their White employees. This view was formulated on the operation of factors such as:

- (i) a discrepancy in the pay of Coloured and White workers employed at the same occupational level,
- (ii) a discrepancy in the extent to which Coloureds and Whites share equally in company fringe benefits such as, for example, a company car, on-site transport, bonuses, etc.,
- (iii) the more strict control management is exercising on their Coloured employees,
- (iv) a discrepancy in the quality of facilities such as tea-rooms, on-site accommodation etc. provided for Coloured and White workers.

Unlike members of the unskilled/semi-skilled subgroup, artisans and apprentices expressed themselves more negatively with regard to the scope for upward occupational mobility of the Coloured worker in construction organizations. Factors instrumental in their formulation of a negative view were found to be the following:

- (i) Very few, if any Coloured workers, having their qualifications are holding responsible positions in the construction industry.
- (ii) Whites are favoured for most senior positions in construction companies.

To the question: "Do you think there is a future for you in the construction industry ?", the majority (more than 75%) of the respondents of the individual subgroups, (except the artisan subgroup), replied a definite "Yes". Members of the artisan subgroup were less sure of a bright future in the construction industry so that fifty-two percent (52%) expressed themselves positively and forty-eight percent (48%) negatively in this respect.

Analysis of further results indicated that although the majority of the respondents of the unskilled/semi-skilled and supervisory/administrative subgroups expressed themselves positively with regard to prospects of a bright future in the construction industry, they were not at all prepared to encourage their children to follow in their footsteps. However, they were of the opinion that if their children should decide to work in the construction industry, their chances to pursue a successful career will be far better than is the case for themselves (the respondents), at the present time. This view was found to be mainly influenced by an awareness of a gradual move towards more scope for vertical occupational mobility for Coloured workers, taking place in the construction industry of the Cape Peninsula.

The importance of education as a prerequisite for a successful career in the construction industry was expressed by nearly all the members of the unskilled/semi-skilled and supervisory/administrative subgroups. The respondents of both groups regarded their lack of post-school training as the major factor limiting their chances of promotion in their respective organizations. For this reason, they were all of the opinion that for their children to pursue successful careers in the construction industry, they would have to have the necessary academic qualifications.

CHAPTER 6

DISCUSSION

6.1 INTRODUCTION

The sequence of expectancies incorporated in the motivation model of Chapter 3 (Figure 5) is generally thought of as being instrumental in TWO very important decisions employees are called upon to make in the course of every workday. These decisions concern the worker's willingness to participate in industrial activities and to perform at a high level of efficiency in his work. Since both decisions have a direct bearing on the productivity, efficiency and overall success of work organizations, the consequences of both decisions are of fundamental importance to management.

The first decision is normally made before the worker clocks in for work in the morning; probably while still relaxing in his bed at home or while on his way to work. This decision is referred to as the worker's work participation decision and concerns his state of readiness or preparedness to face the day's responsibilities in his work. Voluntarily unemployment and absenteeism are two important negative consequences of the work-participation decisions of workers.

The second important decision (or number of decisions) workers normally make during their eight hours at work, when they are issued with instructions by the foreman to perform certain tasks. These decisions of workers are referred to as their work-performance decisions and are mainly determined by their general level of motivation which then spills over into the manner in which the workers will perform while at work.

Unwillingness to perform certain tasks, a lack of interest in the work, unmotivated behaviour of workers in the work situation, and the reluctance of workers to cooperate are phenomena that can all be regarded as direct consequences of the work-participation decisions of employees.

Both decisions are considered as being voluntary as well as goal directed and are consequently based on the worker's effort-performance expectancies, his performance-outcome expectancies and the valence of the outcomes as postulated by expectancy-valence theory.

Positive influences regarding the abovementioned decisions of the worker by (a) carefully examining and (b) wisely attending to factors with an influence on the worker while at work, can hold considerable beneficial pay-offs for both the organization and the worker. The pay-offs for the organization are mainly in an increase in productivity, a decrease in labour turnover, a decrease in absenteeism as well as a higher level of motivation of the workers in both direct and peripheral work areas.

The worker on the other hand, will have the chance to utilise and express his full potentialities and abilities, to apply himself more effectively and efficiently to the work, to enjoy more job satisfaction and to satisfy the needs occurring in his hierarchy of dominant needs.

Correctly influencing the work-participation and work-performance decisions of workers therefore result in a high positive synthesis between worker-centered interests and firm-centered interests.

In terms of recently published literature on labour matters in South Africa, there appears to exist an equally strong need for indepth research on factors which influence both work-participation and work-performance decisions of Coloured workers. This appears to be the case particularly for those workers belonging to the lower socio-economic groups of the Coloured community.

The need for indepth information on the factors that affect the Coloured worker's work-participation decisions is reflected by the statistic that nearly twenty percent of the economically active Coloured men population were classified as voluntarily and involuntarily unemployed in 1973 (Chapter 1). The need for factual information on the factors that determine the work-participation decisions of Coloured workers assume even more importance if one considers projections made by Prof. Sadie of the University of Stellenbosch, that by 1980 this figure will be close to twenty-eight percent (28%) - nearly a third of the economically active Coloured men population of the country (Table 1B). The general contention of industrialists, that Coloured workers are "work-shy" i.e. they prefer to be either unemployed or absent from work is largely a function of this high rate of unemployment amongst Coloured workers and is a further indication of the need for research on the decisions these workers make concerning their preparedness to participate in industrial activities.

As regards the work-performance decisions of Coloured workers, the contention of industrialists is that they are unmotivated, unwilling to perform certain tasks and that they lack personal interest in the work they are doing (Chapter 1).

It will appear that in the absence of scientifically based research literature on Coloured worker behaviour in work organizations, there is a tendency for industrialists to ascribe all forms of adverse behaviour to personal characteristics of the Coloured worker. In this respect S.P. Cilliers⁽⁷⁹⁾ pointed out:

"We tend, for instance, to explain high rates of absenteeism in terms of characteristics of the Coloured population whereas in reality it may largely be associated with the values, motivation hazard and life of working class status in this type of society."

In formulating their contention that Coloured workers are unmotivated and "work-shy", it will appear that industrialists

have largely overlooked the shortcomings in their own management policies and practices. They have overlooked the fact that people do not work for money alone and that financial rewards on their own are not sufficient to motivate Coloured workers to perform at a high level in their work.

In an attempt to understand worker motivation in work organizations, S.P. Cilliers suggests that instead of stubbornly believing that people work for money alone, South African industrialists should also seek information on: ⁽⁸⁰⁾

- (i) "Who the worker is"
- (ii) "How important is his wages to him"
- (iii) "What else is important for him in his work situation"

Sociologists contend that the motivation of the worker is not only determined by factors and conditions related to the workplace alone, but also by factors of the social environment in which he lives. Many of the problems and strains of his social environment, more often than not, accompany him to work and have an effect on his performance there. The worker's work-participation decisions are to a great extent determined by influences of his social environment and a great deal of industrial conflict such as absenteeism, labour turnover, etc. is said to really relate to environmental problems of the worker.

In order to stimulate Coloured worker motivation, management functions that centre only on job specification, job evaluation and constructing wage incentive schemes are therefore inadequate. A sound knowledge of prevailing conditions in the social environment of the workers, their level of education and training and the extent to which these factors determine their ability to perform well in their work, their level of self-competence and numerous other factors that influence the motivation of the workers in the work situation, should therefore form the basis for the formulation of personnel policies in industry.

In this study an attempt has been made to seek information on the effect that some of these factors have on the motivation of the Coloured construction worker. In particular, information was sought on how the functioning of these factors stimulate the creation of barriers to the effective motivation of the worker. In the rest of this chapter, the influence that these factors have on the Coloured worker's expectancy beliefs, his instrumentality beliefs and overall job satisfaction as important determinants of his work-participation and work-performance decisions are discussed.

6.2 WILL EFFORT LEAD TO EFFECTIVE PERFORMANCE ?

6.2.1 Introduction

E.E. Lawler's motivation model postulates that the motivation of a worker to perform in a particular way in a work organization, is determined by mainly three variables:

- (i) his expectancies about trying to perform in that way :- $E \rightarrow P$ expectancies,
- (ii) his expectancies about the outcomes associated with performance at that level :- $P \rightarrow O$ expectancies and
- (iii) the valence of the potentially available outcomes i.e. the worker's preference for these outcomes.

The model further postulates that these variables combine mainly in a multiplicative fashion to produce a motivational force to perform in a specified manner. The multiplicative relationship that exists between the variables suggests that for the motivation of the worker to be high, all variables must be high (or strong). If any of the three variables are low (i.e. approach 0) the motivation of the worker will also be low (i.e. approach 0).

This implies that if the workers $E \rightarrow P$ expectancy is low (i.e. approach 0) it will constitute a barrier to the effective motivation of the worker. Consequently, there will be no motivation to perform at a high level even if the worker is sure of the fact that good performance will lead to valent outcomes.

The worker's $E \rightarrow P$ expectancy i.e. his estimate of the probability that effort or action on his part will lead to the intended performance level, has been indicated in Figure 4A, to be influenced by a number of factors. The four most influential factors are illustrated to be: (a) the worker's self-esteem i.e. the extent to which he evaluates himself positively, (b) his past experience in similar situations, (c) the actual situation and (d) communication from co-workers. Apart from directly influencing the workers $E \rightarrow P$ expectancy, the actual situation was also shown to influence what is communicated to the worker by his co-workers.

Apart from the four variables listed above, the worker's $E \rightarrow P$ expectancy is indicated in the motivation of model of Figure 5 as also a function of his ability to perform well in his work. The argument being, that if the worker lacks the ability to perform well, his expectancy that effort on his part will lead to desired performance will be negatively influenced. The Coloured worker's ability to perform under both good and poor situational conditions was then examined in terms of his level of school education, post school-training and number of years of relevant practical experience in the work he is doing.

In evaluating his chances of performing at a desired level (under both good or poor situational conditions) the Coloured worker will therefore also consider his own ability in terms of training and experience to perform well.

6.2.2 Ability to Perform

Analysis of the results indicated that a significant number (59%) of Coloured workers employed in unskilled and semi-skilled positions in the construction industry are relatively highly qualified for the type of work they are doing. Fifty-four percent (54%) of the respondents of the unskilled/semi-skilled subgroup were in possession of either a standard five or six schoolleaving certificate while five percent (5%) were in possession of a standard eight schoolleaving certificate. Indicated by these results is the fact that in a significant number of these workers, the construction industry have at their disposal a great amount of latent potential, that with the correct training can be applied more productively than at the present time.

Further training of these workers will not only have the effect of increasing their productivity but it will also have a positive influence on their $E \rightarrow P$ expectancy beliefs and therefore their level of motivation.

One of the companies visited has already realized this dormancy of a real potential in their unskilled and semi-skilled Coloured workforce. For the purpose of applying this potential more beneficially for both the company and the worker they have instituted an extensive in-firm training programme, specifically designed for workers with standard five and six schoolleaving certificates. The complete course consists of six "modules" or stages, on the successful completion of which the worker attains the qualification of "multiskill construction hand". Although, at the time of the visit, the course was in operation for only a short while (just over six months) and the majority of trainees had only completed two of the six modules, it was already possible to make use of these trainees to do a significant amount of the work normally done by technically qualified artisans on a construction site. To act as an incentive, these trainees also qualify for an increase in hourly pay rates on the successful completion of

every module.

As illustrated by this example, the effective application of the latent potential that construction companies have in their unskilled and semi-skilled Coloured workforce, can hold in benefits for both the company and the worker. Whilst the worker now has the chance to satisfy some of his physiological (money) and esteem (promotion) needs, the company derives benefit from an increase in productivity, more efficient application of their skilled labour and, of more concern to this study, a higher level of motivation of the unskilled worker insofar as the training will have a positive influence on his effort-performance expectancy beliefs.

As indicated by the results, nearly seventy-five percent (75%) of the respondents of the unskilled and semi-skilled subgroup did not terminate their studies because of their own reluctance to attend school but mainly because of factors beyond their control. Many were of the intention to continue their studies in the Cape Peninsula, but for reasons as pointed out in the results, failed to register for evening classes at a local school. Many a Coloured worker employed in an unskilled and semi-skilled position in the construction industry is therefore merely a product of the circumstances under which he was born, under which he had perforce to grow up and under which he now has to make a living. The mere fact that these workers are involved in unskilled activities on a construction site is consequently no direct indication of their actual abilities or rather the extent to which their abilities could be developed by further training and guidance.

In the absence of any formal post-school training for the majority of these workers, their ability to perform well in their work is largely determined by their practical experience. At the moment, a significant number of unskilled and semi-skilled labourers (56% of the subgroup) lack the necessary experience to provide them with the competence that is required to perform at a high level in their work. Many

(36%) of these workers are also still quite young (21 years and under) and, apart from being inexperienced, have not as yet developed enough confidence in their own abilities to perform at a high level in their work. Others again, although more mature, have spent most of their working lives in industries completely unrelated to the construction industry and are consequently just as inexperienced in the work they are doing as any of the younger members of the subgroup.

It will therefore appear that high performance levels of unskilled and semi-skilled Coloured workers in the construction industry are mainly thwarted by factors such as:

- (i) a lack of experience in the kind of work they are doing as well as,
- (ii) a lack of post-school training to provide them with the skills and techniques that are necessary to perform at a high level of efficiency.

At the moment there is very little that construction companies can do about the unskilled labourer's lack of relevant experience. However, with proper in-firm training courses, such as the one briefly discussed earlier, the unskilled labourer can in a relatively short period acquire the skills and techniques required for him to perform at a high level. Given more training, the unskilled worker will be able to apply himself more effectively and efficiently in his work and consequently will soon develop the competence that is necessary to perceive a stronger relationship between effort input and good performance.

The ability of artisans to perform at a high level in their work was found to be positively influenced by both their training and practical experience. Any shortcomings in their performance can therefore be ascribed to the influence of extrinsic situational factors such as, inadequate supply of raw materials, inconsistent company policies, a breakdown in com-

munication between them and their immediate superior(s) etc.

Although the majority of the artisans responded positively with regard to the period and standard of the technical training course they have done, they were also convinced of the fact that the course can still be improved in many respects. The most important improvements pointed out by the respondents were the following:

- (i) Extend the period of training from three (3) months to six (6) months a year over a period of two-to-three years.
- (ii) Restructure technical courses to be more practically orientated with more emphasis on the application of theory.
- (iii) Allocate more time to the "reading" and interpretation of building drawings in the course.
- (iv) Follow up the present three months of technical training with an in-firm training course for apprentices.

As pointed out in the results, one of the companies visited, had already started an in-firm training course for their first year apprentices. This three-months follow-up course is specifically designed to introduce the student to techniques that will enable him to apply his theoretical knowledge more effectively in practice. By combining the theoretical knowledge of the apprentice with practical techniques in this manner, the training staff of this company contended that the apprentice will not only develop the skills necessary to perform well on a construction site but will at the same time also develop the confidence in his own ability to perform well. When the apprentice arrives on a construction site, he will consequently be more sure of the fact that effort input on his part will lead to good performance and, as a result, will be more motivated to perform at a high level.

Although respondents of the supervisory and administrative subgroup were found to acquire the necessary ability in terms of school education and experience to perform at a high level in their work, many of the administrative workers expressed a desire for more training in the kind of work they are doing. The desire for training, however, appeared to be not so much related to their ability to perform at a high level in their work as to an esteem related need for advancement (promotion) for which they sought satisfaction.

Due to the fact that the majority of the administrative workers are normally concerned with only a particular aspect of the administration function of construction companies, the scope of their work is limited to a number of repetitive operations that require only very little experience and training to grasp and to perform skillfully. The frustration brought about by the repetitive nature of their work was found to have a negative influence on their motivation to perform at a high level in their work.

6.2.3 The Self-Esteem of the Workers

At the core of a worker's self-esteem, i.e. the extent to which he evaluates himself positively in terms of his ability and competence, are the beliefs he has concerning his response capabilities, value and effectiveness.⁽⁸¹⁾ These beliefs are said to be a direct function of the worker's interaction with his environment and his competence in dealing with his environment.

From his interaction with the environment and the feedback he receives from others in the organization on their perception of his competence, the worker learns what he can do and what he cannot do. Depending on the extent to which the worker believes he can successfully influence his environment, his self-esteem will be influenced either positively or negatively.

It was found by researchers that low self-esteem workers tend either to over-estimate or under-estimate their chances of being successful, while high self-esteem workers respond generally more predictably and realistically to their environment.

Coloured workers with a low self-esteem will therefore be pre-disposed to believing that they cannot perform at a high level in their work and will consequently have low $E \rightarrow P$ expectancy beliefs. In this case $E \rightarrow P$ expectancy beliefs will constitute a potential motivation barrier.

Although it is the general contention that a worker's self-esteem is fairly well established by the time he enters industry, there are a number of things an organization can do to effect his self-esteem positively. Some of the most important ways in which an organization can deal with the effect of self-esteem on the effort-performance expectancy beliefs of workers are the following:

- (i) Provide them with the right kind of supervision.
- (ii) Act towards them in a manner that will let them feel capable individuals with the required potential for high achievement.
- (iii) Promote formal as well as informal interaction between workers in the work situation to counteract feelings of inability and distrust between superiors and subordinates and to encourage feelings of acceptance, a common goal and credibility.

6.2.3.1 Effective Supervision

The particular supervisory style that was mostly favoured by all members of the population sample was one that is high on structure as well as high on consideration. The supervisor should therefore not only have an interest in the work he is supervising but should also have an interest in the person working under him.

In the case of unskilled and semi-skilled workers the human relations attitude of the supervisor was found necessary to stimulate effective superior/subordinate communication, to develop a feeling of trust between him and the subordinate and to encourage the worker to approach the supervisor with his problems as well as for guidance in his work. On the other hand, the supervisor should not tolerate laziness, carelessness, unnecessary mistakes or any form of adverse behaviour. However, any form of aggressive behaviour, rudeness or swearing at workers were found to have a demoralising and humiliating effect on the worker and this in turn has a negative influence on his feelings of self-competence.

In order to provide the desirable guidance and supervision for workers of the artisan and supervisory/administrative subgroups, the supervisor should also be knowledgeable and experienced in the work he is supervising. At this level of employment, the role of the supervisor is not so much perceived by the worker as supervisory but, rather as a source of knowledge from which he can draw whenever a problem arises in his work.

Under abnormal (pressure) working conditions, informing the workers in detail about the nature of the condition, appears to be the most effective approach for obtaining their full cooperation. Being chased around and being under pressure for reasons completely unknown to the worker have the effect of making them uncooperative and unwilling to perform at the level that is required by the urgent condition.

Workers' preference for a supervisor of a specific racegroup was found to vary directly with a change in the occupational level of the workers. Whereas Coloured supervision was preferred by many of the unskilled and semi-skilled workers, the supervisory and administrative workers were completely indifferent with regard to the racegroup of the supervisor.

The attitude of White supervisors towards workers of the unskilled and semi-skilled subgroup was found to have a negative effect on their feeling of self-competence. Conversely, the

attitude of Coloured supervisors was found to have a positive influence on their feeling of self-competence in the respect that they are more prepared to listen to as well as to take a positive interest in the problems of their subordinates. Chasing the worker away or taking no interest in his problems whenever he consults the supervisor was found to lead to feelings of incompetence and an own evaluation of worthlessness.

6.2.3.2 Self-Evaluation and Feelings of Competence

In order to influence the Coloured worker's self-esteem positively it is necessary to act towards him in ways that are indicative of the fact that he is approved of as someone with the ability and potential to perform well in his work.

In this respect a number of studies have indicated that workers will evaluate themselves positively if they feel that relevant others in their immediate environment accept them and rate them highly in terms of their ability and potential to perform. (82)

The division of labour, characteristic of most construction companies of the Cape Peninsula, was found to have a negative influence on the feeling of self-competence of the Coloured worker. The fact that job opportunities for Coloured workers in the construction industry are mostly confined to middle and lower employment levels, create feelings of incompetence that make the worker believe he does not acquire the potential for high achievement in his work.

The belief of own incompetence to perform efficiently at a high occupational level, was found to be symptomatic of the attitude of the artisan subgroup of the sample. The results indicated that the majority (52%) of the respondents of this subgroup were convinced of their competence to perform at a level just above their present level of employment but expressed themselves less confidently in terms of performing efficiently at a level much higher than their present one. This attitude of artisans can be viewed as a direct consequence of the occupa-

tional structure that is typical of most construction companies of the Cape Peninsula.

The major stimulant of feelings of incompetence amongst Coloured construction workers was found to be an unfair personnel policy, structured so as to favour White employees and to discriminate between Coloured and White employees in the work situation.

Many of the respondents perceived the personnel policy of their company as reflecting the same discriminatory practices that are characteristic of the political policy of the country. Typical of the personnel policies in operation, was found to be a disjunction between, on the one hand, the promotion outcomes Coloured workers are encouraged to strive for, and on the other, the support they get from management to promote in their work. Illustrative of this disjunction was found to be the difference in the informed and actual scope for promotion of the respondents in the hierarchy of their respective companies.

Except for respondents of the artisan subgroup, all respondents expressed themselves positively with regard to opportunities for promotion in their respective companies. However, in an effort to attain a desired promotion outcome, the workers were convinced of the fact that it is more difficult for a Coloured to make progress in their organizations than it is for a White. The major factors found to be instrumental in this disjunction in personnel policies are:

- (i) Favouritism for White employees.
- (ii) The tendency to view Coloured workers in terms of traditional and ethnic stereotyping - "die Witman will maar altyd baas wees".
- (iii) The inferior "tag" the Coloured worker has been labeled with by many Whites in the organization.
- (iv) The tendency to create top level job opportunities for Whites only or only to appoint White employees in senior positions in the organization.

A very strong need for a fair and consistent personnel policy and management system was found to exist amongst the skilled, supervisory and administrative workers of the sample. The primary stimulant of this need was found to be a promotion policy in favour of the White worker. The lack of scope for upward occupational mobility as a consequence of the favouritism that exists for White workers with, in many cases lower qualifications and lesser experience than the respondents, was found to lead to feelings of unfair and unjust treatment by the company. It will appear that although these workers perceive themselves as possessing the necessary ability and competence for promotion in their respective companies, the system in which they find themselves has the effect of convincing them that the opposite is true.

Recently (1974) a study has been conducted by Orpen⁽⁸³⁾ 72 Coloured accounting clerks and 73 White accounting clerks to determine the extent to which discriminatory practices in South Africa affect the performance and satisfaction of Coloured workers employed in industry. The results of the study indicated that the primary implication of the perception of being at the receiving end of an unfair and discriminating system is to encourage feelings of alienation - a sense of loss of control over one's own destiny - in the Coloured worker. The feeling of alienation again leads to low expectancy beliefs and feelings of job dissatisfaction that in turn have a negative influence on the performance of the Coloured worker.

A company policy that is a mere extension of the social restrictions that the Coloured worker is exposed to in his community life, will consequently have the effect of reinforcing his feelings of alienation. In order to stimulate feelings of competence and a potential for high achievement amongst Coloured workers, personnel policies should be structured so as to reduce the extent to which these workers feel they are unfairly and unjustly treated by their employers.

6.2.3.3 Social Interaction

Analysis of the results indicated that there exists a breakdown in informal interaction between White and Coloured workers, particularly those employed in supervisory and administrative positions, in the construction industry. This breakdown in social interaction between workers of the two racegroups was indicated by the respondents to be largely due to the reluctance of White workers to associate socially with their Coloured peers.

A recent study⁽⁸⁴⁾ on trends in Coloured-White contact patterns and attitudes in South Africa, indicated that voluntarily social contact on a horizontal level, contributes positively towards favourable attitudes and better relations between members of the two racegroups. The lack of social interaction between White and Coloured workers in the work situation is consequently not conducive to good White/Coloured relations and attitudes in the work environment.

Unfortunately, free social contact in the social environment is to a great extent discouraged by legislation as well as the prejudices of many White South Africans to "inter-racial mixing". "Inter-racial mixing is regarded as unnatural and having undesirable consequences."⁽⁸⁴⁾

Elimination of any barriers in the way of social interaction between White and Coloured employees in the construction industry, is not only necessary to create better relations between workers of the two racegroups, but also to create an atmosphere of integrity and trust between them. At the moment, very little social contact exists between White and Coloured workers, particularly those of lower occupational levels. Apart from the interaction that is necessary to get the work done, the White foreman normally confines himself to his "ski-cabin" office or the company of another White worker on the construction site and the Coloured worker to the company of his co-workers, or to the shade of a nearby tree !

As a result of this social separation that exists between Coloured and White workers in the work environment, they are never exposed to any form of the informal mutual social contact, found necessary to foster a feeling of trust and credibility between them.

Informal interaction between workers of the two racegroups will also have the effect of letting the Coloured workers feel that they are accepted in the company, not only as elements of equipment, but as individuals in a group with a common goal. The workers will consequently perceive themselves as having some share in the objectives of the company and will not think that organizational goals serve only to benefit White employees of the organization.

Social interaction between Coloured and White workers in the work environment benefits not only the Coloured worker but also the interests of the company. Research has shown that the feeling of trust and credibility that result from decreasing the amount of social separation between workers of the two racegroups has a positive influence on the expectancy beliefs of the Coloured worker, that in turn has a positive influence on his motivation to perform at a high level in his work.

6.3 WILL GOOD PERFORMANCE LEAD TO VALENT OUTCOMES ?

In the previous section attention was given to the influence that individual and situational factors have on the $E \rightarrow P$ expectancy beliefs of the Coloured worker. It was argued, that if the influence of these factors is of such a nature so as to give rise to weak $E \rightarrow P$ expectancy beliefs, effective motivation of the worker will be thwarted in turn. Weak $E \rightarrow P$ expectancy beliefs constitutes a barrier to the effective motivation of the worker insofar as he cannot clearly link effort input on his side with good performance.

In terms of Lawler's motivation model (Chapter 3), the motivation of the worker to perform at a high level is not only a function of his expectancy beliefs, but also of his instrumentality beliefs - his valence of performance. Hence, the motiva-

tion of the Coloured worker to perform at a high level is not only determined by the strength of his expectancies of performing well, if he can, but also by the strength of his expectancies that good performance will lead to outcomes that he perceives as being instrumental in gratifying his major needs. If the worker cannot perceive a direct relationship between good performance and positively valent outcomes he will not be motivated to perform at a high level in his work.

Lawler's theory also postulates that the performance-outcome instrumentality beliefs, $P \rightarrow O$, of the worker and the valence of potentially available outcomes combine multiplicatively to determine his valence of performance.

The multiplicative relationship that exists between the two variables implies that in order to maximise the instrumentality beliefs of the Coloured worker it is necessary to do two things:

- (i) to provide outcomes that have a high positive valence for the Coloured worker,
- (ii) to tie these positively valent outcomes closely to good performance.

6.3.1 Valent Outcomes

Behavioural scientists contend, that one of the most salient attributes of work organizations is the power to give tangible outcomes.⁽⁸⁵⁾ The giving and withholding of extrinsic rewards such as pay, promotion, fringe benefits, etc. can have a considerable influence on the motivation and satisfaction of the worker.

However, tangible, extrinsic rewards are not the only type of rewards that are important to workers; intrinsic rewards such as achievement, personal growth, self-fulfilment, etc. are also considered as important motivators of worker behaviour in an organizational setting. On the contrary, because of the fact

that intrinsic rewards are given by the worker himself, they are considered as being more closely related to good performance as such than extrinsic rewards. Consequently, they are considered to be stronger motivators of worker behaviour than extrinsic rewards.

The importance of intrinsic rewards as motivators of worker behaviour is well illustrated by a study of Herzberg (1950) who sets out to determine: "What people want from their work". An analysis of the findings indicated that when people are dissatisfied, these bad feelings are generally associated with the environment in which they work, whereas feelings of satisfaction tend to relate more to the work itself. In view of these results Herzberg came to the conclusion that most extrinsic factors ("Hygiene factors") do not motivate people but merely prevent dissatisfaction. These factors are perceived as producing no growth in worker output, but merely as preventing a loss of performance by keeping motivation at a zero level and preventing a negative type of motivation from occurring.

On the other hand intrinsic factors ("Motivators") such as the work itself, recognition advancement, possibility of growth, responsibility and achievement, were found to have a positive effect on the satisfaction and consequently, the motivation of the worker. Providing the worker with valent intrinsic rewards therefore, appears to be more effective than extrinsic rewards for stimulating his motivation to perform at a high level. Although, in terms of Herzberg's findings, extrinsic rewards are important for preventing worker dissatisfaction, they cannot provide the long-term satisfaction necessary effectively to motivate workers in a work organization.

The fact that extrinsic rewards do not have the same positive influence on the motivation of the worker does not, however, completely invalidate the fact that, in work organizations, both types of rewards are important for motivating employees. This is particularly true if one considers the type of satisfaction that workers can derive from the kind of work they are

doing and the extent to which good performance can actually lead to intrinsic satisfaction of the worker.

The simple, uninteresting and repetitive tasks, normally performed by unskilled and semi-skilled workers for example, can offer very little, if any, challenge to the worker. Consequently, these tasks cannot be conducive to satisfying any of the workers higher order needs such as a need for achievement, growth, advancement in own skills etc. These workers are therefore more concerned about extrinsic tangible rewards than about rewards that will lead to intrinsic satisfaction.

On the other hand, the challenging, more interesting nature of many higher-level jobs such as those of foremen, general foremen, site agents and to some extent those of artisans, make these jobs more conducive to intrinsic satisfaction. At this level of employment, the motivation of the worker can therefore be positively influenced by the intrinsic rewards he derives from his work.

Nevertheless, despite the generalizations that exist concerning the relationship between employment level and the importance of intrinsic and extrinsic rewards, it is still necessary to determine just how important these rewards are for the Coloured worker before making them available to him. Simply providing rewards that the employer thinks his Coloured workers want or believe they should desire is not sufficient to promote effective motivation of these workers.

The first step in the planning of an incentive scheme for Coloured construction workers should therefore be to determine what the dominant needs of these workers are - "What they want from their job" - and to what extent these rewards are in fact instrumental in influencing their behaviour.

The information obtained by means of the attitude questionnaires and interviews, of this study provided some insight into just how important certain extrinsic and intrinsic reward factors

are for Coloured workers employed in the construction industry. On applying this information in practice one should, however, keep in mind that the attitude survey took place at a time when there was a downswing in the economic state of the construction industry that, in itself, could have had an influence on the behaviour of the respondents. The fear of losing their jobs might therefore have been instrumental in influencing the behaviour of the workers, particularly those in unskilled and semi-skilled positions of whom there was actually an oversupply at the time.

However, due to the present lack of empirical data on the subject, the findings still constitute a useful source of information that construction companies of the Cape Peninsula might be well-advised to consider in the formulation of incentive schemes for their Coloured employees.

In a very broad sense, the results indicated that most Coloured construction workers are to a great extent "deficiency motivated", i.e. they are more concerned about satisfying their lower-order than their higher-order needs. In this respect, the outstanding characteristic of the results was that artisans and apprentices were found to be more "deficiency motivated" than unskilled, semi-skilled and supervisory/administrative workers. For members of the last-mentioned two subgroups, lower-order needs ("deficiency needs") were found to be less significantly more important than higher-order needs ("growth needs").

In a global sense therefore, it is possible to say that although Coloured workers employed in the construction industry are seeking outcomes that will lead to the satisfaction of their lower-order needs, these outcomes are more important to artisans and apprentices than they are to unskilled/semi-skilled labourers and supervisory/administrative workers.

The fact that Coloured construction workers are to a large extent deficiency motivated indicates that the motivation of these workers in a work organization rests largely in the hands

of their employer. The Coloured worker can therefore be motivated by extrinsic reward factors which can be modified and manipulated in the work situation.

However, in order to motivate good performance by the use of extrinsic rewards it is important to know which particular extrinsic rewards are best suited to the different classes of labour. Research on reward importance suggests that promotion and pay are the most important extrinsic rewards that most organizations have to offer to their employees.⁽⁸⁵⁾ However, due to individual differences in the degree to which these rewards are valued, the importance of these rewards is not the same for all workers in the organization. In deciding which rewards to use, managements therefore also have to consider individual differences, not only to the degree to which the two abovementioned rewards are valued by the workers, but also the degree to which other extrinsic rewards are valued by them.

In terms of the above argument then, it is not sufficient to know that construction workers are deficiency motivated, it is also necessary to know what particular deficiency needs are important for these workers. Without this knowledge construction companies will end up trying to motivate their Coloured employees with extrinsic rewards that are not important to them.

An analysis of the results indicated that the particular lower-order needs that are most important to unskilled and semi-skilled workers are those listed in order of importance below:

- (i) secure employment.
- (ii) money - specifically, more money.

These workers are not so much concerned about the physical conditions of the workplace, economic security, a fair and consistent company policy or promotion. An incentive scheme for these workers should therefore, first of all, attempt to link job security with good performance and then to provide

reward outcomes that will satisfy their need for money. Any improvements in the physical work environment of the workers, the provision of schemes that will satisfy needs related to economic security as well as rewards instrumental in satisfying promotion needs, will not have a significant influence on the behaviour of these workers.

At the moment their need for job security can be said to be partly stimulated by poor economic conditions in the construction industry and partly by a lack of feedback on their performance by relevant others in the organization. Without a regular report on his performance by relevant others in the company, the worker remains in a doubtful frame of mind about the quality of his work. This doubtfulness gives rise to a constant fear of not performing at the level that is expected of him and, consequently, that he might be discharged at any time.

Regularly informing these workers on "how they are doing" will therefore contribute positively to the satisfaction of their need for job security. Moreover, giving them the assurance that the security of their jobs is not at stake, provided they perform well, will in itself motivate them to perform at a higher level in their work.

The behaviour of artisans was found to be mostly influenced by the following extrinsic reward factors - listed in order of importance:

- (i) secure employment.
- (ii) a fair and consistent company policy.
- (iii) promotion and better job opportunities.
- (iv) money - specifically, more money.

The need for secure employment was found to be stimulated by the same factors as pointed out for the unskilled/semi-skilled

subgroup. The motivation of these workers to perform at a high level can consequently also be stimulated by keeping them informed on how they are doing in their work, as well as linking good performance on their side to secure employment.

The deficiency in their need for a fair and consistent company policy as well as for promotion and better job opportunities, was found to be largely a function of the favouritism that exists for White employees in the construction industry. In order to motivate these workers to perform at a high level in their work then, it is important to implement an incentive scheme that

- (i) has promotion as an extrinsic reward outcome and
- (ii) considers ability to perform as the only criterion for promotion in the organization.

A monetary extrinsic reward was found to be of secondary importance to these workers. Due to the fact that employers seldom pay Coloured artisans more than the minimum wage rates prescribed by the Industrial Council as well as the fact that these workers perceive a strong relationship between promotion and more money, it might be that their money need has to a large extent been substituted by the need for promotion. Just how important money per se and promotion per se are to these workers, is not clearly defined by the results of this study. However, in terms of the results it is possible to conclude that under present conditions, money should be considered as having secondary importance as an extrinsic reward of an incentive scheme for artisans.

With regard to extrinsic context factors, the motivation of supervisory and administrative workers was found to be predominantly influenced by:

- (i) money - specifically, more money,
- (ii) a fair and consistent company policy,

- (iii) economic security,
- (iv) social relations,
- (v) promotion.

Of the five needs listed in order of importance above, the need for money was found to be by far more important than any of the other needs. Promotion, on the other hand, was found to be by far less important to members of this subgroup than to those of the artisan subgroup. The two particular needs that were found to be important to the respondents of this subgroup only and predominantly dormant in respondents of the other three subgroups are the needs for belongingness and economic security.

These workers are therefore not only working in the construction industry to have an income but, also to be part of a group of people with a well-secured future in a stable, establishment. The fact that these workers are to a large extent denied the experience of strong positive feelings of belongingness, due to the racial prejudices of White counterparts and the favouritism that exist for White employees in construction organizations, they have developed very strong (potent) needs for a fair and consistent company policy.

In order to motivate these workers to perform at a high level in their jobs therefore, it is necessary to implement an incentive scheme that

- (i) has money as a primary reward outcome and promotion as a secondary reward outcome,
- (ii) that regards the ability to perform as the only criterion for attaining any one of both of these outcomes,

- (iii) that encourages good White/Coloured relations and more informal interaction of Coloured and White workers in the work situation,
- (iv) that gives them, particularly the senior workers, a chance to take a more active part in the planning of the work, setting of objectives and general management in order to stimulate feelings of being involved, and consequently, of long-term (future) security.

Apprentices were found to have basically three needs, the satisfaction of which is instrumental in the attainment of extrinsic rewards.

- (i) More money.
- (ii) Promotion - better job opportunities.
- (iii) A fair and consistent company policy.

A need for more money was found to assume far more importance than any other needs of these workers. Temporary satisfaction of their need for job security, with their contract of apprenticeship being the primary stimulant of their satisfaction, appear to give rise to the dominant nature of their need for money. Promotion, on the other hand, appears to be more a future aspiration rather than a factor of immediate concern. However, for some period following immediately on the completion of their training, one could assume that promotion will be a very important reward factor and therefore, although not of immediate concern to the apprentice, might well have a strong influence on the behaviour of the newly qualified artisan.

Giving rise to their need for a fair and consistent company policy was found to be the needs for money and promotion. In view of the fact that they perceive themselves as having limited

opportunity for promotion in their companies and, consequently little scope for an income in excess of the pay rates prescribed by the Industrial Council these workers have developed a very potent need for a fair and consistent company policy.

On the strength of the above discussion it is possible to conclude that an incentive scheme for apprentices (or young artisans) should aim to

- (i) have money as a primary reward outcome and promotion as a secondary reward outcome,
- (ii) adopt ability to perform as the only single criterion for attaining any one or both of these outcomes.

From the above discussion it is apparent that the ability of construction companies to make valued extrinsic rewards available to the Coloured worker is largely thwarted by their own management policies that centre on racial prejudices and unfair discrimination between Coloured and White workers in the work environment. The fact that White workers are favoured for most senior positions in construction organizations does not only have the effect of limiting the scope for promotion of the Coloured worker, but also limits his chances to earn an attractive income and to become more actively involved in constructive planning and goal-setting activities.

It will appear that at the moment many a Coloured worker perceives the attainment of company objectives to be conducive to the extrinsic satisfaction of White workers only - "Die witman het mos al die voordeel". On the other hand, Coloured workers feel neglected with regard to their own extrinsic satisfaction. Despite all this, they are still dependent on the company for an income to provide for the important needs of the household. Their impotence to change the situation in their favour and reluctance of management to institute a fair policy, has dampened a great deal of their ambition to perform at a level higher than the generally expected one.

Until such time that construction companies adapt their policies so as to make the attainment of extrinsic rewards contingent on the ability to perform and not the racegroup of the worker, they will continuously encounter difficulty in motivating their Coloured employees to perform at a high level.

Unlike in the case of extrinsic rewards, management is limited in their ability physically to provide the Coloured worker with many of his valued intrinsic rewards. "Management cannot provide a man with self-respect or with the respect of his fellows, or with the satisfaction of needs for self-fulfilment".⁽⁸⁶⁾

It is therefore not possible to motivate the Coloured worker by "tactfully" manipulating and modifying intrinsic reward factors in the work situation. However, it is possible to stimulate motivation by creating conditions at work such that the worker is encouraged and enabled to seek such satisfaction for himself.

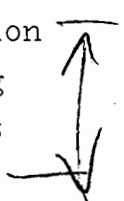
Behavioural scientists⁽²⁹⁾ contend that the best solution to the problem of creating the correct conditions to stimulate satisfaction of the intrinsic needs of the worker, is to provide him with interesting and challenging work. The significance of this solution lies in the contention that intrinsic rewards are given by the worker himself, when he performs well, and is consequently more closely related to performance than extrinsic rewards. "Hence satisfaction with intrinsic rewards is likely to be more closely related to differences in job performance than is satisfaction with extrinsic rewards".⁽²⁹⁾

However, due to the simplistic and unchallenging characteristics of certain low-level jobs such as unskilled and semi-skilled jobs for example, it is very unlikely that the worker who performs well will derive much intrinsic satisfaction from his work. In this respect Douglas McGregor pointed out:

"The typical industrial organization offers only limited opportunities for satisfaction

of the egoistic needs to people in lower levels of the hierarchy." (87)

One of the major implications of the little intrinsic satisfaction that workers in lower-level jobs can derive from their work, is that they become to a large extent "hygiene seekers" after a time, with a need for more money, the primary motivator of their behaviour. In this respect McGregor's contention is that "although money has only limited value in satisfying many higher-level needs, it can become the focus of interest if it is the only means available". (86)



The assertion that the satisfaction of intrinsic rewards is closely related to differences in performance, that in turn is a function of the nature (simple or challenging) of the tasks the workers have to perform, has given rise to the hypothesis that factors in the work situation which correspond to the higher-order needs are more important to individuals in higher rather than lower occupational levels and vice versa. In this respect the results of a study conducted by Huizinga (88) as an empirical test of Maslow's need theory, provided the necessary supportive evidence to uphold the validity of this hypothesis. Regarding the hypothesis, Huizinga found, amongst other things, that for individuals in higher occupations, the higher-order needs are supposedly stronger than for individuals in lower occupations. However, the lower-order needs were found to be to a much greater extent equal in strength for everybody.

Analysis of the results of this study indicated that with regard to the higher-order needs of Coloured construction workers, the abovementioned hypothesis is only partly correct. Although the importance of higher-level needs was found to increase systematically with a shift in occupation level from that of apprentice, through that of artisan, to that of supervisor, higher-level needs were found to be actually more important to unskilled and semi-skilled workers than to any other subgroup of the sample. In this respect, however, a notable characteristic is that whereas for unskilled and semi-skilled workers

only two particular higher-level needs were found to assume extreme importance, supervisors and administrative workers gave indication of a greater variety of more-or-less equally important higher-level needs.

Considering the two important higher-order needs of the unskilled/semi-skilled subgroup (i.e. need for knowledge and education and a need to derive satisfaction from the work itself) it is apparent that the ability of construction companies is limited insofar as they are able to create the necessary conditions that will stimulate satisfaction of both intrinsic needs of these workers.

Due to the inherent simple and unchallenging characteristics of unskilled work, it is to a great extent impossible to create conditions that will enable the unskilled Coloured worker to derive sufficient satisfaction from the work itself. However, it is possible to create the necessary conditions that will stimulate satisfaction of the intrinsic need for knowledge and education. In-firm training courses, both of a technical and academic nature, provide the most obvious solution to the problem.

Although in-firm training is slowly starting to gain popularity in the commercial and industrial sections of the Cape Peninsula, it will appear that most in-firm training programmes and facilities are only aimed at upper levels of job categories.⁽⁸⁹⁾ Despite the general appeal to extend such facilities also to lower levels of job categories, it will appear that in the construction industry of the Cape Peninsula very little attention has been given to training of unskilled workers up to now.

The above assertion is supported by the observation that at one of the companies visited, in-firm training was limited to the training of machine operators and drivers only. Recognized training courses of the C.E.I.T.B. (Civil Engineering Industries Training Board), such as shutterhand, scaffolding and steelfixing courses for example, were not at all offered

to unskilled and semi-skilled workers of this particular company. Although it was quoted by the training officer of another company that they have on the average a five percent (5%) turnover in workers receiving in-firm training in their company, it was found that the majority of these trainees were actually apprentice carpenters and joiners and not in fact unskilled/semi-skilled workers.

Currently, it will appear that unskilled and semi-skilled Coloured workers are greatly neglected with regard to the satisfaction of their intrinsic need for knowledge and education. In terms of modern motivation theory, the deficiency that exists in the satisfaction of the intrinsic needs of the unskilled Coloured worker has a negative effect on his motivation to perform at a high level in his work. The implementation of more extensive in-firm training programmes is therefore not only essential to stimulate satisfaction of the intrinsic needs of these workers but is also a technique to influence their motivation positively.

As regard the respondents of the artisan subgroup, it is fully within the means of construction companies to create the necessary conditions that will encourage partial or complete satisfaction of the single higher-level need (a need for advancement in own skills) that was most frequently mentioned by these workers. The existing deficiency in the satisfaction of their intrinsic need for a wider experience in the kind of work they are doing was found to be instrumental in the decision of these workers to change their jobs. They perceive frequent changes in employment as the only expedient to gain experience in the various aspects of their work.

Properly formulated job-rotation schemes are therefore necessary to stimulate satisfaction of the important intrinsic need of these workers. The apparent benefit that construction companies can derive from such schemes are not only limited to an increase in the satisfaction and motivation of the worker but could also lead to a decrease in labour turnover and absenteeism.

On the strength of the assertion that satisfaction of intrinsic needs is closely related to differences in job performance, which in turn is a function of the nature (simple or challenging) of the tasks the worker has to perform, it is possible to conclude that the ability of construction companies to create conditions that will stimulate satisfaction of intrinsic needs is by far less limited for workers in higher level job categories than for those in lower level job categories. As pointed out earlier due to the inherent simplistic and non-challenging nature of unskilled and semi-skilled jobs, it is difficult to create conditions that will enable the worker to derive much intrinsic satisfaction from the work itself. However, it is apparent that among high level jobs there is wide enough scope to enrich the job sufficiently in order to provide the intrinsic satisfaction that is desired.

It is consequently within the ability of construction companies to structure the jobs of supervisory and administrative workers in such a way that they provide workers with the intrinsic rewards that they value most highly. However, it will appear that due to discriminatory labour policies that limit the level of promotion of these workers as well as the scope of their work, they are to a large extent prevented from satisfying many of their intrinsic needs, such as the need for achievement, responsibility and authority, growth and advancement in own skills and self-fulfilment.

In this respect, the findings of the study indicated that the daily tasks of many administrative workers are confined to only particular aspects of the administration function of construction companies. These "assembly-line kind of functions" were found to have the effect of not only limiting the scope of the tasks of these employees but also to result in a number of repetitive and, after a time, uninteresting operations that give rise to drudgery and frustration.

The little intrinsic satisfaction that these workers can derive from their work can presumably be regarded as instrumental in the relatively high degree of importance that intrinsic

rewards were found to assume for them. In this respect McGregor's contention is:

"Unless there are opportunities at work to satisfy these higher-level needs, people will be deprived; and their behaviour will reflect this deprivation ... People will make insistent demands for more money under these conditions." (90)

On the strength of the contention that the gratification of higher-order "growth" needs engenders extra motivation, it can be concluded that because these workers are deprived from fulfilling many of the higher-order needs that were found to be important to them, they are restricted to low levels of motivation. Furthermore, this deprivation also has the effect of diverting their attention to the satisfaction of the lower-order, "deficiency", needs that in the opinion of researchers are not usually capable of generating high levels of motivation. Creating the necessary conditions to enable these workers to satisfy their important accommodation of higher-order needs, is therefore one of the first steps that construction companies of the Cape Peninsula should take in order to generate effective motivation of their senior Coloured workers.

Having briefly discussed the particular rewards (extrinsic and intrinsic) that Coloured construction workers value most highly, it is now possible to examine their beliefs concerning the relationship that exists between good performance on their side and obtaining these positively valent rewards. In terms of Lawler's motivation theory, unless the worker's preference for the potentially available outcomes is high and his expectancies that good performance on his side will enable him to acquire some of these valent outcomes is also high, his motivation to perform well in his work will not be high.

For outcomes to have a positive effect on the motivation of the Coloured worker therefore, they should not only have a high positive valence for the worker, but should also be directly related to performance. If the worker cannot perceive a

direct relationship between good performance and positively valent outcomes, he will have low $P \rightarrow O$ expectancy beliefs, that in turn will hamper effective motivation.

6.3.2 P \rightarrow O Expectancy Beliefs

It is the contention of behavioural scientists that of the three variables that determine motivation i.e. $E \rightarrow P$ expectancy, $P \rightarrow O$ expectancy and outcome attractiveness, $P \rightarrow O$ beliefs can be most easily and directly influenced by organizations.^{(29) (40)} It can consequently be regarded as the area in which construction companies have the most leverage to influence the motivation of the Coloured worker.

According to the model presented in Figure 4B, the $P \rightarrow O$ expectancy beliefs of the worker is influenced by a number of factors, amongst others, the actual situation. Changing the actual situation will therefore have the effect of directly influencing the worker's $P \rightarrow O$ beliefs and consequently his motivation.

Since organizations control most of the important parts of the actual situation at work, they are in the favourable position to influence the $P \rightarrow O$ beliefs of the worker either positively or negatively by changing the actual work situation.⁽⁹¹⁾ Since conditions in the actual work situation were indicated in Figure 4B as not only influencing the $P \rightarrow O$ expectancy beliefs of the worker, but also what is communicated to him by co-workers, changing the actual situation for the better, will have both a direct and indirect positive influence on the motivation of the Coloured worker.

Analysis of the results indicated that at the moment the Coloured worker perceives himself as being at the receiving end of the actual situation in the construction industry. Symptomatic of their actual work situation was found to be the same set of unfair discriminatory political factors that they are subject to away from work. The influence of these factors was found

to be instrumental in a disjunction that exists between management making certain valued outcomes available to Coloured workers and giving them the necessary cooperation and support to attain these outcomes. As a consequence of this disjunction the workers perceive the attainment of positively valent outcomes (such as promotion and attractive salaries) as difficult to attain and to a large extent beyond the reach of the Coloured worker.

On the other hand, they perceive White workers as being favoured by the company, not because they perform better than Coloured workers, but merely because they are White. The fact of being White and not performance is therefore perceived by these workers as instrumental in the attainment of valued extrinsic and intrinsic reward outcomes such as promotion, attractive salaries, responsibility and authority.

In view of the above discussion it can be said that, since conditions in the actual situation are such that the Coloured worker does not directly link good performance on his side with the attainment of valued rewards, his expectancies of attaining these rewards by performing well in his work will be low (or weak). In order to strengthen his $P \rightarrow O$ expectancy beliefs, it is therefore necessary to tie the attainment of valued extrinsic and intrinsic rewards more closely to good performance and not to the racegroup of the worker.

It is the opinion of researchers that when rewards are related to performance the result is a higher motivation and a tendency for turnover to centre amongst the poorer performers. However, it will appear that in an effort to link rewards closely with performance, companies are up against a number of conflicting factors that limit their ability to base the attainment of rewards on performance only.

One of the factors that is said to be instrumental in the reason why rewards are not closely related to performance in many organizations, is that some employees object to this manner

of administering rewards. A study conducted by Lawler (1969) on the attitude of managers regarding how their pay should be determined, indicated that many workers prefer to be paid on the basis of non-performance factors in which they excelled⁽⁹²⁾. In this respect it was found that those workers who were well educated were of the opinion that education should be an important determinant of the reward level, while those who had a long standing service with the organization thought that seniority and experience should be an important determinant. On the strength of these results Lawler came to the conclusion that in an organization there will be pressures from various groups to base rewards on factors other than performance.

However, in terms of the results it is apparent that Coloured construction workers have preference for a reward system based on performance only, rather than a system based on anything else. The ability to perform well in the work was frequently mentioned by these workers as the only criterion that should be adopted by the company for making rewards available to their workers. Since many of these workers perceive themselves as possessing the necessary ability to perform at a high level in their work, but due to an unfair company policy are deprived from acquiring certain rewards by simply performing well, they think that if rewards are made contingent on good performance only, their chances of attaining these rewards will improve considerably.

By affecting changes in the factors found to be symptomatic of the present (actual) situation in the construction industry then, it is possible to strengthen the $P \rightarrow O$ expectancy beliefs of the Coloured worker. The particular factor that appears to have the strongest negative influence on the $P \rightarrow O$ expectancy beliefs of these workers at the moment, is an unfair pay and promotion system. Since, as pointed out earlier, construction companies control most of the important factors of the actual work situation, such as pay and promotion systems for example, they are in the position to change these factors

so as to encourage strong $P \rightarrow O$ beliefs and therefore, also a high level of motivation of their Coloured workers. Making the attainment of valued extrinsic rewards, such as pay and promotion, contingent on good performance exclusively, appears to be one possible change that can be made to strengthen the Coloured worker's $P \rightarrow O$ expectancy beliefs. In doing so, construction companies will not only derive benefit from the direct positive influence that such a change will have of the $P \rightarrow O$ beliefs of their employees, but also the direct positive influence that it will have on the communications of co-workers.

Researchers⁽⁹³⁾ contend that verbal reports of co-workers can have a strong influence on the $P \rightarrow O$ expectancy beliefs of workers. Workers therefore believe that an event will happen purely because it has been predicted by their fellow workers. Consequently, if co-workers perceive the actual situation as not permitting the Coloured worker to attain valued rewards by simply performing well in his work, it will be reflected in their communications, that in turn will have a negative influence of the $P \rightarrow O$ expectancy beliefs of their mates.

Analysis of the results indicated that the respondents' perception of the present work situation in the construction industry is influenced by factors such as:

- (i) Favouritism for White workers.
- (ii) Traditional job reservation that give rise to:
 - (a) most high level jobs being reserved for White workers,
 - (b) lower-level jobs, mostly of a non-supervising nature, being reserved for Coloured workers only,

- (iii) Discrepancies in the pay of Coloured and White workers employed at the same level in the company hierarchy,
- (iv) Discrepancies in the extent to which Coloured and White workers share equally in company fringe benefits, such as a company car, on-site transport, bonuses etc. for example.

With the above list of factors dominating the worker's perception of the actual work situation, it is most unlikely that their communications will in any way have a positive influence on the $P \rightarrow O$ expectancy beliefs of their co-workers. On the contrary, such communications will give rise to low $P \rightarrow O$ expectancies that in turn will make effective motivation of the worker very difficult.

In terms of the model presented in Figure 4B, the worker's $P \rightarrow O$ expectancy beliefs is not only determined by the actual situation and the communications of co-workers; the degree to which these workers believe in internal versus external control of rewards is also regarded as an important determinant of their $P \rightarrow O$ beliefs.

In this respect researchers contend that the extent to which it is possible to motivate workers to perform at a high level in their work is largely a function of the degree to which these workers feel they can or cannot influence what happens to them. Research done by Rotter⁽⁹⁴⁾ indicated that a worker who is high on internal control believes he can influence what happens to him and also what outcomes he obtains and is consequently better motivated to perform at a high level. On the other hand, workers who are high on external control believe that others in the organization and not themselves, have influence on what happens to them. These workers consequently believe that they have no influence on the outcomes they receive from the organization and are consequently less motivated than workers who are high on internal control.

Instrumental in determining the degree to which workers will believe in internal or external control of rewards, is said to be their dominant needs and the extent to which these needs can be satisfied by the attainment of external or internal reward factors. In this respect the argument is that since many lower-order needs can only be satisfied with the attainment of extrinsic rewards, workers who are "deficiency motivated" are largely dependent on others in the organization to satisfy their prepotent needs. These workers believe that they cannot influence what happens to them as well as what outcomes they obtain and as a consequence, will be high on external control.

On the other hand, since the gratification of higher-order ("growth") needs is mainly a function of rewards derived from the work itself and the individual's own resources, workers who are "growth motivated" are largely not dependent on others in the organization to satisfy their dominant needs. These workers believe that they can influence what happens to them as well as what outcomes they obtain and as a result are high on internal control.

In view of the above discussion it will be acceptable to say that Coloured workers who are "deficiency motivated" will have lower $P \rightarrow O$ expectancy beliefs than those who are "growth motivated" and vice versa. Also, Coloured workers who are primarily "deficiency motivated" will have a lower motivation level than those who are "growth motivated" and vice versa.

From the analysis of the results on dominant worker needs it was found that lower-order needs are more important to Coloured construction workers than are higher-order needs. Artisans and apprentices in particular, were found to have by far more stronger lower-order needs than higher-order needs. Although the lower-order needs of the members of the unskilled/semi-skilled and supervisory/administrative subgroups were found to be less important than those of the other two subgroups, they were still more popular than the higher-order needs of the two groups.

On the strength of the results it can be concluded that Coloured construction workers are to a large extent "deficiency motivated" and not "growth motivated". Most Coloured construction workers are therefore higher on external control than on internal control and consequently have low $P \rightarrow O$ expectancy beliefs. In terms of the results artisans and apprentices are higher on external control than are the workers of the other two subgroups of the sample and consequently have lower $P \rightarrow O$ expectancy beliefs than the latter. However, in general terms it can be said that the $P \rightarrow O$ expectancies of the majority of Coloured construction workers are negatively influenced insofar as the results were indicative of their belief in external control of rewards.

Being high on external control, the majority of Coloured construction workers will seek extrinsic rewards more than intrinsic rewards. In terms of Maslow's theory, this will be the case until such time that they receive these rewards in sufficient quantities to partially (or completely) satisfy their dominant extrinsic needs. Only when these extrinsic needs have been sufficiently gratified to decline in importance, will intrinsic rewards assume importance for them.

Since it is important, from a motivation point of view, to direct the workers' interest to the attainment of intrinsic rewards, it is important to pay attention to the extrinsic needs of the workers first, in an attempt to motivate them effectively in the work situation. Unless, their extrinsic needs are reasonably satisfied, intrinsic reward factors will not provoke their interest.

In view of the fact that construction companies only have a limited amount of extrinsic rewards to give out, it is necessary to focus prime attention on the particular needs (extrinsic needs) that are most important to the Coloured worker. In making valued extrinsic rewards available to the Coloured worker, will not only have the effect of directing his interest away from deficiency needs towards growth needs, but will also

have a direct positive influence on their $P \rightarrow O$ expectancy beliefs.

Since the results on important extrinsic rewards have already been extensively discussed in the section dealing with the valence of reward outcomes, it can serve little purpose to repeat the discussion in this section. However, it is necessary to point out here that the importance of extrinsic reward factors were found to differ between subgroups of the sample. In making these rewards available to the Coloured worker, it is consequently also necessary to pay attention to the employment level of the worker. To illustrate this point in terms of the results it can be said that, since an extrinsic need for promotion was found to be by far less important to respondents of the unskilled/semi-skilled subgroup than to those of the artisan subgroup, making an extrinsic promotion reward available to the former group of workers will not have the same positive influence on their motivation as will be the case for the latter group of workers. Until such time that the need for promotion has become sufficiently important to influence the behaviour of these workers, it will not constitute an attractive reward outcome, unless it is perceived by the worker as instrumental in gratifying other important extrinsic needs.

Whether the unskilled labourer in particular, will regard promotion as a potential springboard for attaining rewards that will lead to the satisfaction of other important extrinsic needs, will, of course, depend on his $E \rightarrow P$ expectancy beliefs. If his $E \rightarrow P$ expectancy beliefs are of such a nature that he cannot perceive himself as performing at a level that is required to attain the promotion reward, the Coloured worker will not perceive good performance on his part as leading to the particular extrinsic rewards (other than promotion) that are important to him. He will consequently have low $P \rightarrow O$ expectancy beliefs. $E \rightarrow P$ expectancy beliefs are therefore also an important determinant of the worker's $P \rightarrow O$ expectancy beliefs as shown in Figure 4B.

The influence that individual and situational factors such as training, experience and leadership have on the $E \rightarrow P$ expectancy beliefs of the Coloured worker are therefore also instrumental in determining the strength of this $P \rightarrow O$ instrumentality beliefs. If these factors have a negative influence on the expectancy beliefs of the worker, he will be less confident of obtaining valued reward outcomes, if the attainment of these outcomes has been made contingent on good performance only. In order to accomplish strong $P \rightarrow O$ instrumentality beliefs, then it is necessary to first of all attend to those factors that were found to have a negative influence on the $E \rightarrow P$ expectancy beliefs of the Coloured worker.

The last determinant of the Coloured workers $P \rightarrow O$ expectancy beliefs is his past experience in similar situation. If sometime in the past the Coloured worker has been unsuccessful in attaining valued outcomes by performing well, he will be suspicious of the possibilities of training these outcomes by performing well in his present work situation. This will be the case only if the factors that were instrumental in his failure in the past are perceived by the worker as dominating the present situation too.

Unfortunately, it will appear that on a long-term basis, the Coloured worker's chances of obtaining many of the now valued outcomes such as good pay and promotion, had been by far less in the past than at the present time. In this respect it was found that the respondents were convinced of a continuous positive change taking place in favour of the Coloured worker in the construction industry. These workers therefore perceive the scope for better job opportunities and pay of their children to be by far more favourable than their own chances to obtain such rewards at the present time. On the other hand, it was found that in view of certain positive changes that have taken place in favour of the Coloured construction worker over the past number of years, the respondents, particularly the elderly ones, perceive the chances of the Coloured worker to obtain valued rewards such as good pay and promotion by far more promising

today than some years back. The factors that were found to be instrumental in the workers' perception of a change in their favour are listed below:

- (i) The appointment of more Coloured workers in supervisory positions in the construction industry.
- (ii) The appointment of more Coloured workers in technical and semi-technical positions.
- (iii) The overall vertical occupational uplift of Coloured workers in institutions outside the construction industry.

On the strength of the above discussion it can be concluded that there had been a decrease with time in the extent to which the Coloured worker's $P \rightarrow O$ expectancy beliefs have been negatively influenced by his past experience. At the heart of this decrease is the worker's perception of positive changes that have taken place and are still taking place in his favour. However, in general, it will appear, that due to the negative influence that the past experience of Coloured workers can have on their $P \rightarrow O$ expectancy beliefs, it will be easier to motivate the younger workers with very little past experience, than to motivate older workers with a reputable past experience in the construction industry.

Apart from directly influencing the $P \rightarrow O$ expectancy beliefs of the worker, past experience is also considered by researchers as being closely related to worker satisfaction. In this respect the contention is that a person's feelings of job satisfaction represents a summary statement of his experience in a certain situation.

In terms of the above argument, the present level of satisfaction of the worker will be partly determined by the extent to which he has been successful in obtaining valued satisfying rewards from his company in the past. The more he had been successful in obtaining these rewards in the past, the more

satisfied he will be and vice versa. It is now further argued that, looking into the future, the satisfied worker will be more convinced of receiving from his company the outcomes he mostly desires and will therefore have high $P \rightarrow O$ expectancy beliefs. On the other hand, the dissatisfied worker will be less sure of receiving these outcomes from his company and will consequently have low $P \rightarrow O$ expectancy beliefs.

Following from the above argument, it can be said that the level of motivation of the Coloured worker is also closely related to his degree of satisfaction in the respect that dissatisfied workers will be less motivated to perform well in their work than satisfied ones. In order to achieve a high level of worker motivation, then it is a necessary condition for these workers to be satisfied with the rewards they receive in return for good performance. However, if it is the intention of construction companies to adapt their reward systems for the purpose of encouraging a high level of worker motivation, it is also important to determine to what degree the rewards they offer are or are not conducive to a high level of satisfaction of their Coloured employees.

Just how satisfied Coloured workers are or can be with the rewards they receive from construction companies of the Cape Peninsula will be discussed in the following section.

6.4 REWARD EVALUATION AND SATISFACTION

In dealing with the concept of worker satisfaction in the job situation, researchers generally distinguish between two types of satisfaction namely FACET OR FACTOR SATISFACTION and OVER-ALL JOB SATISFACTION ⁽⁹⁵⁾. Facet or factor satisfaction is normally referred to as the worker's affective reaction to particular job factors or facets (groups of correlated outcomes) such as monetary rewards and promotion, for example. Job satisfaction, on the other hand, is referred to as the worker's affective reaction to his total work role.

The reason for distinguishing between the two types of satisfaction derives mainly from the contention of behavioural scientists that job satisfaction is determined by some combination of the worker's affective reaction to the various facets of his job. In terms of this contention, job satisfaction is therefore a dependent variable that can only be indirectly influenced by work organizations. Facet or factor satisfaction again is an independent variable that, due to the source(s) from which it derives, can be directly influenced by organizations.

Since facet satisfaction is largely determined by factors that are under the direct control of management, it constitutes the one area in which construction companies have the greatest leverage to influence the satisfaction of their Coloured workers with every prospect of success.

By virtue of the preceding argument it has been decided to centre this section of the study on the influence that two most commonly recognized and used job factors i.e. pay and promotion have on the satisfaction of the Coloured construction worker. The significance of these two job factors for consideration in this study does not only derive from the contention of researchers that they are the two most important extrinsic reward factors available to employees, but also that in the analysis of the results on worker needs, these factors were found to have a strong influence on the behaviour of workers of either one or other subgroup of the sample (Table 7).

Pay and promotion are consequently two particular job factors that hold a close relationship with worker satisfaction under conditions of the present situation in the construction industry. Just how satisfied Coloured workers are or can be with the pay and promotion rewards they receive from their employers can therefore be regarded as of crucial significance to construction companies of the Cape Peninsula.

The degree of satisfaction of workers with rewards they receive from organizations, has been presented in the motivation model (Figure 5) as being mainly a function of two variables viz:

- (i) The degree to which these rewards satisfy the dominant needs of the workers.
- (ii) The degree to which the workers evaluate these rewards as being fair and equitable in terms of
 - (a) the perceived discrepancy that exists between the rewards they actually receive and those they feel they should receive, and
 - (b) the equity of the rewards in terms of their own input and the perceived input-outcome balance of "comparison others" in the organization.

In terms of the model it can be said that unless financial and promotion outcomes are conducive to a high degree of satisfaction of the dominant money and promotion needs of the Coloured worker and, unless these rewards are perceived by him as being fair and equitable, he will have a low level of job satisfaction. If his job satisfaction is low, his $P \rightarrow O$ expectancy beliefs will also be low, that in turn will constitute a barrier to effective motivation of the worker.

The mere fact that needs for money per se, and for promotion per se were found to be relatively potent for either one or other subgroup of the sample is, in itself, an indication that construction companies of the Cape Peninsula are largely unsuccessful in providing all their Coloured workers with financial and promotion rewards that are conducive to a high degree of satisfaction.

Analysis of the results indicated that the behaviour of nearly all the members of the sample, but to a lesser degree those of the artisan subgroup, is strongly influenced by their need for money, specifically more money. The financial rewards these workers receive can consequently be considered as inadequate to satisfy their dominant need for money.

On the other hand, apart from respondents of the unskilled/semi-skilled subgroup, the need for promotion was also found to influence the behaviour of nearly all the members of the population sample. Whereas artisans and apprentices in particular, gave indication of very potent needs for promotion, supervisory and administrative workers also indicated a relatively strong need for promotion, although not as potent as that of respondents of the aforementioned two subgroups. (Table 7).

In the light of the relative importance of the needs for better pay and promotion, it can be concluded that the extrinsic pay and promotion rewards they receive from construction companies are not sufficient to satisfy their dominant needs. It is consequently very unlikely that the combined satisfaction these workers derive from the pay and promotion factors of their job actually lead to high levels of overall job satisfaction.

In the evaluation of their rewards there appears to be a number of factors, resulting mainly from an unfair personnel policy, that give rise to feelings of inequity and a perception of unfair discrepancies that exist between the rewards they actually receive and those they feel they should receive.

Since the majority of respondents, particularly those of the artisan, apprentice and supervisory/administrative subgroups, believe that they acquire the ability for high achievement, they consider themselves competent enough to fill many of the well-paying positions in their companies most successfully. The fact that they are in a low level job at the moment is not perceived as a consequence of their lack of ability to perform

successfully at a higher level, but rather as a confinement brought on them by the personnel policy and practices of the company.

These workers, consequently, perceive their earnings to be unfairly restricted by management that will in turn give rise to a perception of an unfair discrepancy between the actual restricted pay they receive and the pay they feel they should receive but, in fact are not receiving due to unfair policies and practices of their company.

The size of this perceived discrepancy can be said to vary directly with the feelings of self-competence of the workers as well as the evaluation of their own abilities in terms of training and experience to perform at a high level in their work. In this respect there appears reason to believe that the stronger the feelings of self-competence of the workers and the more they view themselves positively in terms of their ability to perform at a high level, the greater will be the size of the perceived discrepancy between their actual "restricted" rewards and the rewards they feel they should receive.

In a recent paper published under the title, "Kleurlinge verdien meer", ⁽⁹⁶⁾ it is stated that in the Cape Peninsula, the construction industry was the economic sector that gave the Coloured worker the biggest overall increase in pay over the five-year period from 1970 to 1975. The total increase in pay over this period was quoted as 148,2% or 29,64% annually, that resulted an average annual income for Coloured workers of R2 954-00 in 1975. However, if the income of Coloured workers in the construction industry is compared with that of White workers, the latter earned nearly three (3) times as much as the former.

This discrepancy in Coloured/White income is reflected by the latest "Statistical News Releases" of the Department of Statistics, Pretoria (see Table 9). These statistics indicate that in the 8 months period from May, 1977 up to and including

EARNINGS IN CONSTRUCTION INDUSTRY DURING 1977

TABLE 9

MONTHS IN 1977	COLOURED			WHITES		
	TOTAL EMPLOY- MENT	TOTAL EARNINGS (R1000'S)	EARNINGS PER WORKER (R-c)	TOTAL EMPLOY- MENT	TOTAL EARNINGS (R1000'S)	EARNINGS PER WORKER (R-c)
MAY	49 100	10 394	211,69	56 800	34 603	609,21
JUNE	48 400	9 961	205,81	56 500	34 708	614,30
JULY	47 300	9 890	209,09	55 700	34 612	621,40
AUGUST	46 700	10 208	218,59	55 800	35 628	638,49
SEPTEMBER	46 100	10 326	223,99	55 600	35 801	643,90
OCTOBER	46 000	9 867	214,50	55 700	36 478	654,90
NOVEMBER	45 800	11 019	240,59	55 400	38 265	690,70
DECEMBER	45 300	12 924	285,30	55 400	47 251	852,91

SOURCE: DEPARTMENT OF STATISTICS, PRETORIA
 STATISTICAL NEWS RELEASES FOR
 28 DECEMBER 1977
 30 JANUARY 1978
 18 MAY 1978

December, 1977, there had been a total increase in the pay of Coloured construction workers of 35% or R73-61. Over the same period, the income of White construction workers has increased by 40% or R243-70 so that in December, 1977, the average monthly income of White construction workers was R852-91 compared to the R285-30 of Coloured construction workers.

In terms of these statistics, it is apparent that the Coloured construction worker finds himself in a situation that is surrounded and ruled by an inconsistent and inequitable system. Consequently, it is very unlikely that the Coloured worker will evaluate the rewards he receives from his employer as being fair and just. Since the reward is largely a function of an unfair pay-system that does not distinguish between workers in terms of their input or how well they perform in their work, but rather in terms of the racegroup to which they belong, the Coloured worker will always experience feelings of inequity when he compares his input-outcome ratio with that of comparison White workers in the company.

Since the pay and promotion rewards Coloured construction workers receive from their employers

- (i) are not sufficient to satisfy their dominant needs, and
- (ii) give rise to feelings of grievance and a perception of unfair discrepancies between the actual (restricted) rewards they receive and the rewards they feel they should receive,

the affective reaction of these workers to the pay and promotion facets of their jobs will have a negative influence on their facet satisfaction and consequently, on their overall job satisfaction.

It is the contention of researchers⁽⁹⁷⁾ that when workers have a low level of job satisfaction, high labour turnover and absenteeism result. Dissatisfaction is said to cause abnormal turnover for mainly two reasons:

- (i) It causes workers to search their environment for more attractive outcomes.
- (ii) It influences the degree to which workers feel their jobs will provide in the future the rewards they desire.

On the other hand, the job-attendance decisions of employees are also strongly influenced by their level of job satisfaction and, like turnover, is determined by the kinds of outcomes workers feel are associated with being present at work every day. If the organization therefore, does not provide the Coloured worker with the rewards he feels it should, his job-attendance decisions will be adversely affected.

The attitude of industrialists to ascribe phenomena like voluntarily unemployment, "work-shyness", absenteeism and a high labour turnover to personal characteristics of the Coloured worker is therefore not only incorrect, but also unfair. As indicated by the results discussed above, the occurrence of these phenomena is in fact largely stimulated by shortcomings in policies that centre on unfair practices that in turn give rise to a low level of job satisfaction of the labour force. In this respect E.E. Lawler pointed out: "Absenteeism doesn't just happen; it is a form of motivated behaviour that can be influenced by what organizations do."⁽⁹⁸⁾

CHAPTER 7

REVIEW, CONCLUSIONS & RECOMMENDATIONS

7.1 INTRODUCTION

This investigation into presently existing barriers to the effective motivation of Coloured labour in the Construction Industry of the Cape Peninsula, was regarded as a pilot study and therefore limited in terms of its definition. The findings were intended to stimulate further research into similar or related topics in other regions of the country.

The study took place at a time when there was a general downswing in the economic state of the construction industry throughout the country. The demand for labour was generally low and competition on the labour market very intense. In the interpretation of results it should therefore be borne in mind that the existence of unfavourable economic conditions in the construction industry, resulting in phenomena like insufficient job opportunities to fulfil the demands of the labour market, staff reductions, a high rate of unemployment etc., could have had a deceptive influence of the behaviour of the respondents. In order to validate the findings of this study for more stable and favourable economic conditions, further research will have to be carried out.

The main results, which should be regarded as relevant to this study and the particular respondents only, will be reviewed first. This review will be structured to emphasize the influences that the six selected individual and situational factors investigated, have on the behaviour of the worker. For this purpose, the most important results related to each of the six factors, will be discussed separately in the review.

Following, will be a review of the main findings of the study. This section of work will focus on the apparent influences that the six factors examined have on the secondary motivation variables.

A summary of the most important conclusions concerning the primary motivation variables will follow on the review of the main findings. These conclusions will centre on whether a particular primary variable does or does not constitute a motivation barrier. A conclusion on whether any one of the three primary variables constitutes a potential motivation barrier or not, will be determined by the degree to which this variable is negatively or positively influenced by one or more of the secondary variables.

Finally, a summary of recommendations will be given. These recommendations will focus on what construction companies can do to weaken the importance of existing motivation barriers. Consequently, attention will be given to attempts construction companies can make to influence the six factors investigated positively.

7.2 THE MOST IMPORTANT RESULTS

7.2.1 Dominant Worker Needs

The results indicated that the majority of the respondents were "deficiency motivated" and not "growth motivated". Respondents of the artisan and apprentice subgroups were found to be more "deficiency motivated" (i.e. had more prepotent lower level needs) than the respondents of the unskilled/semi-skilled and supervisory/administrative subgroups.

With regard to the relative importance of needs in terms of Maslow's classification of Human Needs the following main findings were made.

7.2.1.1 Physiological Needs

The need for more money was found to be the single most important physiological need of the respondents. This was the most important need of the respondents of the supervisory/administrative and apprentice subgroups and the second most important need of the respondents of the unskilled/semi-skilled subgroup. Respondents of the artisan subgroup were found to be least influenced by physiological needs and mentioned the need for more money less frequently than any of the respondents of the other three subgroups.

7.2.1.2 Safety (or Security) Needs

Apart from members of the apprentice subgroup, the respondents mentioned security needs most frequently. The need for job security was found to be the most important need of the respondents of the unskilled/semi-skilled and artisan subgroups. A need for a fair and consistent company policy emerged as the second most important need of the respondents of the artisan and supervisory/administrative subgroups and the third most important need of the apprentices. The need for job security was not at all mentioned by the respondents of the apprentice subgroup. A need for economic security was found to be important to respondents of the unskilled/semi-skilled and supervisory/administrative subgroups only, but more important to the latter than to the former.

7.2.1.3 Social Needs

Social needs were found to be largely dormant in the respondents of all the subgroups. Only respondents of the artisan and supervisory/administrative subgroups gave indication of a need to feel part of and to be accepted in the group of workers with whom they have the most formal interaction at work. The major stimulant of this need was found to be the reluctance of White workers to have informal interaction with Coloured workers in the work situation.

7.2.1.4 Esteem Needs

Only two esteem needs were mentioned by the respondents, namely : a need for advancement in the company hierarchy (i.e. promotion) and a need for training and education. The need for training and education was found to be particularly prepotent amongst respondents of the unskilled/semi-skilled and supervisory/administrative subgroups. Respondents of the artisan and apprentice subgroups did not mention this need at all. Their technical training course was found to be the primary satisfier of their need for training.

The need for advancement in the company hierarchy was found to be very prepotent amongst the respondents of the artisan and apprentice subgroups. Unskilled workers did not mention this need at all. Their lack of any post-school training was found to be the primary factor preventing this need from emerging as an important motivator of their behaviour.

7.2.1.5 Self-Actualization Needs

Self-actualization needs were most frequently mentioned by respondents of the unskilled/semi-skilled subgroup and least frequently by those of the apprentice subgroup who did not mention these needs at all. The need to derive enjoyment from the work itself (or to be happy in and enjoy the kind of work one is doing) was found to have an important influence on the behaviour of the unskilled and semi-skilled respondents. Respondents of the supervisory/administrative subgroup mentioned the need for self fulfilment most frequently. Advancement in their own skills as well as in the profession, through gaining all-round experience in their work, was the self-actualization need most frequently mentioned by the artisan respondents. The deficiencies that exist in the satisfaction of this need, together with the reluctance (or inability) of construction companies to introduce job rotation schemes, were found to be factors contributing to phenomena like absenteeism and turnover amongst artisans.

7.2.2 School Education and Post-School Training

The level of school education of the unskilled and semi-skilled respondents was found to be relatively high for the type of work they are doing. Fifty-nine percent (59%) of the respondents of this subgroup were in possession of either a standard five or higher schoolleaving certificate and fifty-four percent (54%) had either a standard five or six schoolleaving certificate.

These findings show that the majority of these workers left school on completion of their primary school training. Instrumental in this high schoolleaving rate on completion of their primary school training were found to be mainly the following factors:

- (i) The particular three-stage educational system of the country as well as the lack of secondary and high schools for Coloured scholars.
- (ii) The lack of capital to provide adequately for the needs of all members of the family.
- (iii) The large number of small children in the family - the wife therefore has to stay at home to look after the children and to run the household and consequently cannot contribute to household income.

Except for four percent (4%) of the respondents of the artisan subgroup, who did not receive any formal post-school training whatsoever, all the respondents of this subgroup received post-school training either in accordance with the provisions of the Training of Artisans Act (Act No. 38 of 1951) or the Apprenticeship Act (Act No. 37 of 1944 as amended). Seventy percent (70%) of the respondents of this group received training in accordance with the provisions of the last mentioned Act.

While the supervisors of the supervisory/administrative subgroup were all qualified artisans, the majority of the administrative workers had standard nine or ten schoolleaving certificates. The lowest level of schooling of these respondents was standard eight. Amongst these respondents were qualified artisans, university dropouts and part-time students. The results indicated that many of these respondents had to terminate their studies in order to contribute to household income.

7.2.3 Practical Experience

The average number of years of practical experience of respondents of the unskilled/semi-skilled subgroup was found to be less than those of both the artisan and supervisory/administrative subgroups. Fifty-six percent (56%) of the respondents of the unskilled/semi-skilled subgroup had less than five years practical experience in the kind of work they are doing. The corresponding figure for respondents of the artisan subgroup was thirty percent (30%). This lack of experience in construction related work amongst the respondents of the unskilled/semi-skilled subgroup was found to be mainly due to the following two factors:

- (i) The youthfulness of a significant number of the respondents of this subgroup - 36 percent were 21 years and under.
- (ii) The fact that 67 percent of these respondents have worked in industries other than the construction industry for a certain period in the past.

7.2.4 Personnel Policies of Companies

The findings indicated that the personnel policies of construction companies are perceived by the respondents as reflecting the same characteristics that are symptomatic of the political policy of the country. Favouritism for White employees and unfair discrimination between White and Coloured employees in the work situation, were symptomatic of the policies of these companies. The factors that were found to emphasize the un-

fair and discriminatory practices and policies of companies of the respondents were mainly the following:

- (i) A discrepancy in the pay of Coloured and White workers.
- (ii) A discrepancy in the extent to which Coloured and White workers share equally in company fringe benefits such as a company car, on-site transport, bonusses, study opportunities, etc.
- (iii) The more strict control that management is exercising on their Coloured employees than their White employees.
- (iv) A discrepancy in facilities such as tea-rooms and on site-accommodation offered to Coloured and White employees.
- (v) A discrepancy in the promotion opportunities for Coloured and White employees of the same company.

Characteristic of the management policies of construction companies was also found to be a discrepancy between the de jure and de facto policy with regard to the promotion of Coloured workers in the company hierarchy. As a result of this disjunction it was found that the respondents perceive the attainment of valued outcomes such as promotion, attractive salaries, responsibility etc. as difficult to obtain and largely beyond the reach of the Coloured construction worker.

7.2.5 South African Legislation (Political Factors)

Many of the political factors that affect the Coloured worker in his societal and community life were found to be duplicated in the work situation. They are therefore looked at and treated in terms of traditional and racial stereotyping rather than simply workers or individuals who should rightfully receive treatment in accordance with their abilities and achievements in their work.

This extension of political factors to the construction work situation was found to give rise to phenomena such as:

- (i) Favouritism for White workers.
- (ii) Poor Coloured/White staff relations caused by racial prejudices on the part of the White workers. This phenomenon was found to be the primary stimulant of the need for belongingness and a groupfeeling amongst respondents of the supervisory/administrative subgroup.
- (iii) Informal traditional job reservation insofar as :
 - (a) most high level jobs in the construction industry are created and reserved for White workers;
 - (b) most lower-level jobs, mainly of a non-supervisory and junior character, are created and reserved for Coloured workers only. This phenomenon appears to have a remarkable effect on the scope for vertical occupational mobility of the Coloured construction worker as well as his willingness to perform at a high level in his work.

7.2.6 Supervision

7.2.6.1' Desirable Personal Characteristics of the Supervisor

(i) Normal Working Conditions

The particular supervisory style that was mostly favoured by respondents of all four subgroups of the sample, was one that in terms of the "Ohio State Leadership Quadrants" can be classified as high on structure and high on consideration. The supervisor should therefore not only be concerned with the pro-

gress of the work he is supervising, but also with the well-being and problems of the people working under him.

The human relations orientated personality of the supervisor was found to play an important role in the supervision of unskilled and semi-skilled workers, particularly for the following reasons:

- (a) to stimulate effective subordinate/supervisor communication
- (b) to develop a feeling of trust between the worker and the supervisor
- (c) to create subordinate/supervisor relations that will encourage these workers to freely approach the foreman with their problems and for guidance in their work.

Aggressive behaviour, rudeness or swearing at workers were found to have a humiliating and demoralising effect on them, that in turn has a negative influence on their feelings of self-competence. Chasing the worker away or taking no interest in his problems whenever he approaches the supervisor, was found to lead to feelings of stupidity and a belief of being unimportant.

At artisan level the role of the supervisor was found to be not so much that of a foreman but rather a source of knowledge to draw from whenever a problem arises in the work.

(ii) Abnormal (Pressure) Working Conditions

Under abnormal (pressure) working conditions, informing the worker in detail about the nature of the con-

dition and making them feel partly responsible for the execution of the duties, appears to be the most effective approach for obtaining their cooperation. Being chased around and under pressure for reasons completely unknown to the workers was found to have the effect of making them uncooperative and unwilling to perform at a level that is dictated by the urgent condition.

7.2.6.2 The Significance of the Racegroup of the Supervisor

The preference for a supervisor of a specific racegroup was found to vary directly with a change in the occupational level of the respondents, from a specific preference for Coloured supervisors at low employment levels to no specific preference at all at higher and middle employment levels.

Instrumental in the preference of the unskilled and semi-skilled respondents for a Coloured supervisor were mainly the following factors:

- (a) The particular attitude of White supervisors giving rise to feelings of being incompetent.
- (b) Their contention that Coloured supervisors are willing to listen to their problems, treat them better, understand them better and have more "feeling" for them than White foremen.
- (c) A communication problem with White supervisors.
- (d) A distrust in the sincerity of White supervisors.

7.3 MAIN FINDINGS

7.3.1 Ability to perform

The ability of the respondents to perform at a high level in their work, was found to vary between subgroups of the sample. Measured in terms of their level of school education, post-school training and number of years of relevant practical experience in the work they are doing, the performance abilities of respondents of different employment levels, were found to be affected as follows:

- (a) The school education of the majority of workers in all employment levels is of a standard that is sufficient to enable them to perform effectively at their respective levels of employment.
- (b) The low level of post-school training of unskilled and semi-skilled workers has an apparent negative influence on their performance abilities.
- (c) The lack of relevant practical experience in the type of work they are doing has a negative influence on the performance abilities of unskilled and semi-skilled labourers.

7.3.2 The Self-Esteem of the Workers

Statistics of the Department of Labour indicates that most senior and supervisory positions in the construction industry are filled by Whites. This phenomenon appears to have

- (i) a negative influence on the feelings of self-competence of unskilled and semi-skilled Coloured workers,
- (ii) no significant influence on the feelings of self-competence of Coloured artisans, administrative workers, supervisors and apprentices.

A "human relations" leadership style is favoured by workers of all job categories. However, the particular attitude of White supervisors has a negative influence on the self-esteem of Coloured workers employed in low level job categories. This influence appears to be less significant for workers employed in middle to high level job categories. On the other hand, the attitude of Coloured supervisors has a positive influence on the self-esteem of Coloured workers employed in low level job categories. This influence again appears to be less significant for workers employed in middle and high level job categories.

Unfair promotion policies of construction companies have a negative influence on the self-esteem of Coloured workers employed in skilled, supervisory and administrative job categories. This influence appears to be less significant for workers employed in low level job categories.

A breakdown in informal social interaction between White and Coloured workers in the work situation, gives rise to a low level of self-esteem, particularly amongst workers in middle and high level job categories. The self-esteem of unskilled and semi-skilled workers appears not to be influenced by this breakdown.

7.3.3 Valence of Rewards

It will appear that the majority of construction companies of the Cape Peninsula have as yet not been successful in creating the necessary conditions and opportunities in the workplace to provide their Coloured employees with valent intrinsic rewards. This situation gives rise to:

- (i) a deprivation of the intrinsic needs of workers and consequently,
- (ii) an increase in the importance of extrinsic needs and rewards instrumental in the satisfaction of these needs.

The workers are consequently to a large extent "deficiency motivated" and not "growth motivated".

Unfortunately, it will appear that success of construction companies to make valent extrinsic rewards available to their Coloured employees is thwarted by their personnel policies. Instrumental in the shortcomings of these policies appear to be mainly:

- (i) Unfair, discriminatory practices that restrict the degree to which the worker can attain valent extrinsic reward outcomes.
- (ii) A disjunction in the rightful and actual policy regarding the attainment of valent promotion outcomes.

7.3.4 Past Experience of Workers

There appears to be a decrease with time in the extent to which the Coloured worker's past experience has been negatively influenced by certain facets or factors of his work. Instrumental in this phenomenon appears to be mainly:

- (i) an improvement in his chances of obtaining valent extrinsic rewards
- (ii) a perceived improvement in job opportunities and the scope for vertical occupational mobility for Coloured workers.

In the light of the results it will appear that the negative influence of job factors on the past experience of the worker is more profound for older than for younger workers.

7.3.5 The Present Work Situation

In view of the results it is apparent that the Coloured worker perceives himself to be at the receiving end of the actual situation in the construction industry. Influencing the actual work situation negatively, appear to be mainly personnel policies which are largely direct duplications of the same set of unfair discriminatory political policies and practices that the worker is subjected to away from work.

Symptomatic of these personnel policies appear to be a reward system that is based on a set of non-performance factors; in particular the racegroup of the worker.

7.3.6 Communications from Co-Workers

The communications of co-workers appear to be negatively influenced by factors symptomatic of the present situation in the construction industry. At the heart of the negative influence appears to be mainly inconsistent personnel policies and practices resulting in

- (i) restricted promotion opportunities for Coloured workers ,
- (ii) favouritism for White workers,
- (iii) discrepancies in
 - (a) the pay of Coloured and White workers employed at the same level in the company hierarchy,
 - (b) the extent to which workers of the two population groups share equally in company fringe benefits.

7.3.7 Reward Evaluation

The overall job satisfaction of the respondents was considered as being determined by their affective reaction to mainly two job factors namely, pay and promotion. However, in the light of the results it is apparent that the workers' affective reaction to both job factors gives rise to a low level of job satisfaction for the following reasons:

- (i) Except for artisans, the monetary rewards offered by construction companies of the Cape Peninsula are not sufficient to satisfy the workers' needs. This, in itself, has a negative influence on their evaluation of the monetary rewards they receive.
- (ii) Except for unskilled and semi-skilled labourers, the promotion rewards they receive are not sufficient to satisfy their needs. Again, this has a negative influence on their evaluation of the promotion outcomes they attain.
- (iii) The pay and promotion rewards they receive give rise to
 - (a) feelings of inequity and
 - (b) a perception of an unfair discrepancy between the actual ("restricted") rewards they receive and the rewards they feel they should receive.

7.4 CONCLUSIONS

The aim of the study was to investigate the existence of possible barriers to the effective motivation of Coloured workers employed in the construction industry of the Cape Peninsula.

The study took as a base two well-known and widely used motivation theories namely, "Maslow's Hierarchical Need Theory"

and "E.E. Lawler's Expectancy-Valence Theory". The use of these theories made it possible to isolate three possible barriers to the effective motivation of workers. In the text these possible motivation barriers are referred to as primary motivation variables and are the worker's

- (i) effort-performance expectancy beliefs,
- (ii) performance-outcome expectancy beliefs,
- (iii) satisfaction with rewards.

Further analyses of the theories indicated that the three primary variables (potential motivation barriers) are directly influenced by a set of secondary variables which are in turn influenced by factors related to

- (i) the worker himself - individual factors
- (ii) the environment in which the worker finds himself - situational factors.

The study then sets out to seek information on the influence that a set of selected individual and situational factors have on the three primary motivation variables.

In the light of the survey on documented scientific research literature related to motivation of Coloured labour, it is possible to make the following conclusions:

- (i) Scientific research literature on the aspect of motivation of Coloured labour is scarcely available.
- (ii) Available literature centres on only a particular aspect of motivation. Documented research studies are mostly concerned with establishing the particular outcomes that the Coloured worker seeks in the work situation (i.e. Content Theory) and

not how he will behave in an attempt to obtain these outcomes (i.e. Process Theory). On the basis of the findings of these studies it can be concluded that:

- (a) Herzberg's Two-Factor Theory cannot be rigidly applied to Coloured labour of South African industry.
 - (b) Researchers are not in full agreement on the particular factors that motivate the Coloured employee in the work situation.
 - (c) Researchers are in agreement on the fact that the motivation of Coloured workers is also influenced by factors outside the workplace; in particular by societal and community factors influenced mainly by discriminatory policies and practices that arise from the political structure of the country.
- (iii) The bulk of available documented research literature on Coloured labour is of a survey and historic nature. This literature is of very little benefit to the industrialist to motivate his workforce effectively.
- (iv) Documented scientific research literature on Black labour is readily available. This has led to a certain degree of misconception amongst industrialists regarding the outcomes that the Coloured worker seeks in the work situation.

In the light of the above conclusions, it is apparent that an indepth review of studies conducted on behavioural aspects of Coloured labour, particularly with regard to motivation of the labourforce, is required at this stage. This is necessary to

- (a) compare the findings of studies regarding:

- (i) the applicability of generally accepted motivation theories to the South African work situation,
 - (ii) the factors that influence the motivation of workers to participate in industrial activities and to perform at a high level in their work.
- (b) establish the scope of research conducted in this field already to act as a base for further research.

In the light of the findings of this study, it can be concluded that the six selected individual and situational factors have a negative influence on the three primary motivation variables for all levels of employment.

The influence that these factors have on the Coloured worker's $E \rightarrow P$ expectancy beliefs, his $P \rightarrow O$ expectancy beliefs and satisfaction with rewards he receives, is of such a nature that these variables constitute definite barriers to effective motivation of the worker. With the existence of these barriers it is largely impossible to stimulate high levels of motivation amongst Coloured construction workers of the Cape without affecting the present nature of the factors that influence these barriers negatively.

The degree to which the primary variables are negatively influenced by the secondary motivation variables differs between employment levels. Furthermore, the particular individual and situational factors with a negative influence on the secondary variables, are not the same for all levels of employment. The importance of any one primary variable as constituting a motivation barrier is, consequently, not the same for workers employed at different levels in the company hierarchy.

Any attempt to motivate the worker to attend work regularly and to perform more effectively and efficiently in his work, should be structured so as to concentrate on workers of a single employ-

ment level only. Any attempt that is not confined to individual workgroups in the organization only but, instead, to the whole labourforce, will prove ineffective.

7.5 RECOMMENDATIONS

On the strength of the findings it is possible to make certain recommendations as to how construction companies of the Cape Peninsula can attend to the individual and situational factors investigated to minimize the negative influence that they have on the motivation of the Coloured worker. However, since it is not within the ability of companies to attend to all the factors investigated (particularly factors such as the practical experience of the worker and South African legislation) only the relevant factors will be considered here.

7.5.1 School Education and Post-School Training

Pay more attention to the provision of in-firm training facilities and programmes for unskilled and semi-skilled workers. This will have a favourable effect on their ability to perform more efficiently in their work.

7.5.2 Supervision

- (i) Encourage a "human relations" supervisory style for workers of all employment levels. This will stimulate more effective subordinate/supervisor communication and a feeling of mutual trust.
- (ii) Restructure the present supervisory system for unskilled and semi-skilled workers to include more Coloured supervisors. This will encourage feelings of self-competence and a higher level of self-esteem amongst these workers.

7.5.3 Worker Needs

- (i) Provide the workers of all employment levels with valent extrinsic rewards. This will have the effect of diverting their current dominant interest in "deficiency needs" to "growth needs".
- (ii) Pay special attention to the creation of opportunities and conditions in the workplace that will enable workers of all employment levels to satisfy currently dominant intrinsic needs. This will encourage a longer lasting satisfaction with the rewards they receive in return for effort input.

7.5.4 Personnel Policy

- (i) Improve the present salary scales of particularly unskilled/semi-skilled labourers and supervisory/administrative workers. In this way it will be possible to satisfy one of their dominant extrinsic needs.
- (ii) Create more high level job opportunities for artisans, supervisors and clerks. This will eliminate their present perception of restricted reward outcomes and will engender greater satisfaction with the rewards they receive.
- (iii) Institute promotion schemes that are contingent on good performance only. This will have a favourable effect on the workers' performance-outcome expectancy beliefs.
- (iv) Encourage informal social interaction between Coloured and White workers in high level job categories. This will manifest a feeling of being accepted in the Coloured worker and a resulting favourable evaluation of this self-competence.

- (v) Eliminate existing discrepancies in the pay of Coloured and White workers employed at the same level in the company hierarchy. This will have a positive influence on the satisfaction of the worker with the rewards he receives.
- (vi) Adapt promotion policies so as to give the Coloured worker the necessary support in his attempts to attain a promotion outcome. This will lead to stronger performance-outcome expectancy beliefs amongst workers of all employment levels.
- (vii) Introduce personnel policies that are consistent for workers of all population groups and that do not incorporate any form of discriminatory practices.
- (viii) Introduce job-rotation schemes for artisans. This will counteract phenomena such as labour turnover and absenteeism.

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APPENDIX A

"MINIMUM RATES PAYABLE FOR ORDINARY TIME
WORKED" - INDUSTRIAL COUNCIL FOR THE
BUILDING INDUSTRY OF THE WESTERN PROVINCE

INDUSTRIAL COUNCIL FOR THE BUILDING INDUSTRY (W.P.)
MINIMUM RATES PAYABLE FOR ORDINARY TIME WORKED

fect from the commencement of the second payweek following the 7th July 1978

CAPE PENINSULA

CAPE PENINSULA																					
s per Hour				Total per Hour	Plus Med. Aid pr. wk. *	Deductions from Wages (per week)				Employer's Contribution (per week)				Total Pay- able Non- MBA Stamp φ	APPLICABLE TO MBA MEMBERS ONLY						
abili- tion Fund	Holiday Fund	Pension Fund	Holiday Fund			Pension Fund	Medical Aid	Levies	Total	Levies	N.D.F.	Training Levy	Tool Ins.		Total	Sick Fund	Trade Unions	MBA Levy	Total	Total Pay- able Stamp φ	
	5	4	0,81						1	4,41	1	7	30	38			13	13	4,92	4,40	φ
	5	4	0,92						1	4,41	1	7	30	38			13	13	4,92	4,40	φ
	7	6	1,19						1	6,01	1	7	30	38			13	13		6,00	φ
	10	9	1,54						1	8,81	1	7	30	38			13	13		8,80	φ
	7	6	1,08						1	6,01	1	7	30	38			13	13		6,00	φ
	7	6	1,28						1	6,01	1	7	30	38			13	13		6,00	φ
	5	4	0,94						1	4,41	1	7	30	38			13	13		4,40	φ
	7	6	1,08						1	6,01	1	7	30	38			13	13		6,00	φ
	7	6	1,19						1	6,01	1	7	30	38			13	13		6,00	φ
	7	6	1,28						1	6,01	1	7	30	38			13	13		6,00	φ
	10	9	1,44						1	8,81	1	7	30	38			13	13		8,80	φ
	10	9	1,54						1	8,81	1	7	30	38			13	13		8,80	φ
	10	9	1,63						1	8,81	1	7	30	38			13	13		8,80	φ
	7	6	1,41						1	6,01	1	7	30	38			13	13		6,00	φ

APPENDIX B

QUESTIONNAIRES AND RESPONSES

B.1	Unskilled and Semi-Skilled Workers	233
B.2	Supervisory/Administrative Workers	238
B.3	Apprentices	249
B.4	Artisans	253

V R A E L Y S V I R O N G E S K O O L D E E N
 H A L F G E S K O O L D E A R B E I D E R S .

1. Hoekom het jy besluit om nou juis in die konstruksie-bedryf te werk?
2. Het jy in die konstruksie-bedryf begin te werk omdat jy gemeen het dat daar meer geld te verdien is as in ander werke?
3. Is die geld wat jy verdien vir jou belangriker as die soort werk wat y doen?
4. Dink jy dat jy op die oomblik h permanente werk het?
5. Glo jy dat h mens h permanente werk moet hê of is dit nie vir jou belangrik nie?
6. Behoort jy aan:
 - (a) h siekfonds
 - (b) h pensioenfonds
 - (c) h ongeluk-fonds
7. Dink jy dat dit belangrik is vir h persoon met h gesin om aan so h fonds te behoort?
8. Is jy bereid dat daar van jou salaris afgetrek word vir sulke fondse?
9. Dink jy dat jou firma:
 - (a) sonder jou kan klaarkom
 - (b) sonder jou kan klaarkom, maar jou sal mis as jy nie meer daar werk nie?
10. Wys jou voorman darem soms vir jou dat hy jou nodig het?
Op watter wyse?
11. Dink jy dat die belangrik vir h mens se geestestoestand (moraal) is dat jy soms geprys word vir wat jy doen?
12. Wys of sê jou voorman darem soms vir jou dat jy goeie diens lewer.
13. Dink jy dat prys alleen genoeg is vir h mens se toewyding tot jou werk of voel jy dat jy met geld vergoed moet word?
14. Het jy enige voorneme of begeerte om nog verder as h arbeider by jou werk te vorder?
15. Dink jy dat die firma jou die nodige kans gee om vooruit te gaan - dink jy die geleenthede is daar?
16. Dink jy dat jy bekwaam genoeg is om h beter soort werk as die van h arbeider te kan doen?
17. As jy dit dan nou eendag regkry om verder in jou werk te kom as waar jy nou is, waarvan sal jy die meeste hou:

- (a) die feit dat jy nou 'n hoër amp het - d.w.s. jy is nou hoër as 'n arbeider;
 - (b) die meer geld wat jy sal kry as jy die beter werk doen.
18. Dink jy dat Blanke voormanne nog nodig is vandag; is daar nie genoeg bekwame Kleurlinge om hulle soort werk te doen nie?
 19. Dink jy dat daar enige verskil is om onder 'n Kleurling of Blanke voorman te werk?
 20. Sou jy daarvan hou om onder 'n Kleurling of Blanke te werk? Hoekom?
 21. Dink jy dat jy jou probleme by die werk beter met 'n Kleurling of met 'n Blanke voorman kan bespreek? Hoekom?
 22. Dink jy dat bekwame Kleurlinge in die konstruksie-bedryf 'n kans het om voornanne te word?
 23. Dink jy dat tyd geword het dat ons meer Kleurlinge voormanne moet aanstel? Hoekom?
 24. Dink jy dat Kleurling en Blankes dieselfde behandel word in jou soort werk vandag? Hoekom?
 25. Dink jy dat daar vir jou 'n toekoms in die soort werk wat jy nou doen is?
 26. Sal jy jou kind aanmoedig om ook eendag 'n arbeider soos jy nou is, te word?
 27. Dink jy dat jou kind eendag beter kanse en geleenthede sal hê in konstruksie werk as wat jy nou het?
 28. Watter standaard dink jy, sal jou kind moet slaag om 'n goeie werk in die konstruksie-bedryf te kry?
 29. As jy geen kanse vir jou kind in konstruksie werk sien nie, dink jy dat daar 'n ander soort werk is wat beter geleenthede as konstruksie werk bied?
 30. Watter soort geaardheid moet 'n voorman hê om jou aan te moedig om hard te werk?
 - (a) streng
 - (b) goedhartig
 - (c) menslik
 - (d) ongeërg
 - (e) onbeskof
 31. Wat dink jy is die beste manier waarop 'n voorman sy arbeiders kan aanmoedig om 'n sekere stuk werk vir die dag gedaan te kry?
 32. Dink jy dat Blankes beter voormanne as Kleurlinge is? Hoekom?
 33. Dink jy dat Blanke voormanne beter gesag kan uitoefen onder hul werkers as Kleurling voormanne?

34. Is daar enige ander soort werk, behalwe konstruksie, wat jy graag sou wou doen?
35. Was jy eintlik geforseer om in die konstruksie bedryf te werk?
36. Dink jy dat dié industrie enigsins sonder Kleurling-arbeid kan of sal kan klaarkom?
37. Dink jy dat Kleurling-arbeid selfs meer nodig sal word in die toekoms of dink jy dat Kleurlinge eindelik deur Blankes of Bantoes vervang sal word in die konstruksie-bedryf?
38. As jy nou weer die kans gegun word om jou lewe heeltemal oor te kan lewe, dink jy dat jy dan weer sou gekies het om in die konstruksie-bedryf te werk - sou jy weer dieselfde werk wou gedoen het?

---oOo---

RESPONSES OF UNSKILLED AND SEMI-SKILLED SUB-GROUP.

TOTAL NUMBER OF RESPONDENTS = 38

NOTE: (i) FIGURES INDICATED ARE SINGLE RESPONSES.

(ii) REASONS, EXPLANATIONS AND OTHER FACTS INDICATED ARE THOSE MOST FREQUENTLY MENTIONED BY RESPONDENTS.

QUEST. NO.	YES	NO	NOT CERTAIN	NO COMMENT	NO DIFF.	NOTES
1	(i) ONLY TYPE OF WORK AVAILABLE					(ii) BEST JOB AT THE TIME (iii) EDUCATION (iv) COULD NOT GET WORK ANYWHERE ELSE (v) MONEY (vi) LIKE CONSTRUCTION (vii) FAMILY CAREER
2	20	16		2		
3	17	20		1		
4	14	12	11	1		
5	36		1		1	
6	10	18	8			PENSION - 2 RESPONDENTS
7	33	3	2			
8	31	5	2			
9	a) = 4 b) = 34					
10	30	7	1			YES (i) GIVE ME RESPONSIBILITY (ii) HAVE CONFIDENCE IN ME
11	37	1				YES (i) GIVE CONFIDENCE (ii) GIVE INSPIRATION
12	28	9	1			
13	29	3	3	3		
14	32	5	1			
15	30	4	4			
16	33	1	2	2		
17	a) 16 b) 19		1	2		
18	10	25	2	1		
19	COLOURED = 13 WHITE = 5		2	3	15	COLOURED (i) TO HELP HIM TO ACHIEVE HIS AIM
20	COLOURED = 20 WHITE = 2		1		15	WHITE (i) HAVE MORE POWER

RESPONSES TO QUESTIONNAIRE FOR UNSKILLED AND SEMI-SKILLED WORKERS.

TOTAL NUMBER OF RESPONDENTS = 38

QUEST. NO.	YES	NO	NOT CERTAIN	NO COMMENT	NO DIFF.	NOTES
21	COLOURED = 24 WHITE = 4			1	9	WHITE F/MAN CAN HELP YOU BETTER
22	28	1	6	3		
23	21	2		13	2	
24	7	25	5	1		WHITES FAVOURED AND HAVE MORE FREEDOM ON JOB.
25	29	4	3	2		YES (i) WITH CHANGES (ii) WITH BETTER QUALIFICATIONS AND BETTER JOB OPPORTUNITIES.
26	8	28	1	1		
27	29	2	5	2		
28	MIN. STD 8 = 25 MIN. STD 9 = 2 MIN. STD 10 = 10			1		(v) ABLE TO LISTEN (vi) EXPLAIN AND TEACH (vii) WELL-MANNERED (viii) HELPFUL (ix) HAVE TRUST AND CONFIDENCE IN MEN (x) FRIENDLY (xi) BE ONE WITH MEN.
29	19	1	9	9		
30	(i) STRICT (iii) CARE FOR WORKERS (ii) HUMAN (iv) HAVE INTEREST IN MEN					
31	(i) NORMAL (iii) HELPFUL (ii) SERIOUS (iv) DISCUSS MATTER					(v) EXPLAIN REASONS FOR URGENCY
32	7	11	1	10	9	(vi) STRICT WHOLE DAY
33	10	7	3	2	16	NO: COLOURED PRODUCE MORE YES: AFRAID OF WHITES.
34	14	13	6	2		OTHER = 3
35	18	20				COLOURED FASTER AND UNDERSTANDS BETTER.
36		37		1		AFRICANS HAVE LANGUAGE PROBLEM
37	30	2	4	2		
38	MOST TO WORK IN CONSTRUCTION AGAIN BUT WITH BETTER EDUCATION AND TRAINING					

UNIVERSITY OF CAPE TOWN

(WITH WHICH IS INCORPORATED THE SOUTH AFRICAN COLLEGE)



INDUSTRIAL ADMINISTRATION PROGRAMME

DEPARTMENT OF MECHANICAL ENGINEERING

 QUESTIONNAIRE FOR SUPERVISORS & CLERKS

NOTE: (i) PLEASE MARK THE CORRECT ANSWER WITH A CROSS.

(ii) WHERE EXPLANATIONS ARE REQUIRED, PLEASE BE AS BRIEF AS POSSIBLE.

SECTION 11. Why are you working in the Construction Industry?
Give 3 (three) reasons.

(a)

(b)

(c)

2. Do you regard your gross earnings as being more important than your position at work?

Yes No

3. Do you feel secured in your work? (ignoring the present economic stress)

Yes No

4. Is job security important to you?

Yes No

5. Do you think that you are financially protected against:

(i) Accidents at work

Yes No

(ii) Sickness

Yes No

(iii) Old age

Yes No

6. Are fringe benefits as mentioned under Question 5 of any importance to you?

Yes No

7. Are fringe benefits more important than your take home pay?

Yes No

8. (a) Do you think that you are needed by your employer?

(a) Yes No

(b) and that they cannot do without you?

(b) Yes No

- | | | | |
|-----|---|--------------------|----------|
| 9. | Does your employer (or immediate superior) in any way show that they need you? | Yes | No |
| 10. | Would you have preferred that they should give expression to this effect if they definitely need you? | Yes | No |
| 11. | Do you get any recognition for what you are doing? | Yes | No |
| 12. | (a) Do you think that this recognition is enough
or (b) are you entitled to more? | Yes
Yes | No
No |
| 13. | Is recognition for your efforts in any way important? | Yes | No |
| 14. | Do you have any desire to improve your position at work? GIVE REASONS | | |
| | (i) | | |
| | (ii) | | |
| 15. | Do you see any chances for self-development and self-improvement at your firm? | Yes | No |
| 16. | (a) Do you think you have the potential to develop further and
(b) to take more responsibility | (a) Yes
(b) Yes | No
No |
| 17. | In a case of promotion what would you regard as being more important: | | |
| | (i) The realization of you | Yes | No |
| | (ii) The rewards associated with the higher position. | Yes | No |

SECTION 2

- | | | | |
|----|--|-----|----|
| 1. | You should all know about the aspect for job reservation. Do you think it is really necessary?
Give REASON for answer. | Yes | No |
| | (i) | | |
| | (ii) | | |
| 2. | Do you know of any jobs in your firm that are reserved for Whites that you could have done equally well
Name 2 (two) | Yes | No |
| | (i) | | |
| | (ii) | | |
| 3. | Has job reservation (the fact that you are limited to certain jobs) any effect(s) on your ambition to make a success of your career? | Yes | No |

4. What other effects does the aspect of job reservation have on you in your profession?

Give 2 (two) effects.

(i)

(ii)

5. Do you think that there is any significant difference in working for a Coloured or White owned form?

Yes No

Why?

6. Would you have preferred to have a Coloured or a White as your immediate superior?

Coloured
White

7. Do you think that a Coloured worker (artisan, semi-skilled, professional) has a chance of getting into a top position of authority in the construction industry?

Yes No

8. Are you aware of any significant changes in the direction of better career opportunities for the Coloured worker taking place in your industry at the moment?

Yes No

9. Can you foresee any significant changes taking place in the near future?

Yes No

Why do you say so?

.....

10. Can you communicate freely with your White superior?

Yes No

11. If you have a communications problem with your White superior what would you say are the reason(s) for it?

Yes No

12. Would your relationship with a Coloured superior have been different than with your White one?
In what way?

Yes No

(i)

(ii)

13. Is there any discrimination on basis of colour in the construction industry?

Yes No

14. Does this discrimination have any effect(s) on you in your work? In what way?

Yes No

(i)

(ii)

15. Would you have preferred to be part of a group of
workers consisting of COLOURED ONLY
WHITES ONLY Or INTEGRATED ?
Why?

tick correct
answer



SECTION 3

1. Do you think that there is a future for you in the Construction Industry? Yes No
2. Should any changes take place in order to make your future more predictable? Yes No
What changes should take place?
(i)
.....
3. Would you encourage your child to follow a career like yours? Yes No
Why?
4. Do you think that there is a future for your child in the construction industry apart from a career like yours? Yes No
5. What would you say are the requirements of a successful career for a Coloured wanting to enter the construction industry today?
(i)
(ii)
6. If you cannot foresee a future for a Coloured worker in your industry today would you say that if certain changes are being made, the construction industry will become more attractive to the Coloured worker? Yes No
7. What changes do you think should take place?
(i)
(ii)
(iii)
(iv)

SECTION 4

1. What do you regard as the most important traits (personal qualities) that a successful leader (foreman) in the Construction Industry should have? Name 3 (three)

1. ✓

2.

3.

2. What kind of attitude should a foreman adopt to get work done under pressure conditions?

EXPLAIN:

.....

3. Do you think that there are Coloureds working in Industry today with the necessary experience and potential to fill leading positions (e.g. that of G.F.) Yes No

4. Do you think that Coloureds are better foremen than Whites? Yes No

Why?

5. Would you have preferred to have a Coloured or White as a foreman? Coloured White

6. Is it your aim to become a leader (foreman) one day? Yes No

7. If it so happens that you achieve your goal, how will your behaviour be towards your subordinates?

Explain: 1.

2.

8. Do you think that Coloureds have any difficulties in becoming foremen and leaders? Yes No

9. Should any changes take place in order to motivate Coloured workers to accept responsibility? Yes No
What are they:

1.

2.

3.

SECTION 5

1. What role do you think industry plays in your life today?
Give a brief description.

.....
.....

2. Do you think that there will be a change in this role
in future? Yes No

3. Did you enter the construction industry out of your own
free will? Yes No

4. Do you think that the construction industry has any
effects(s) on

(i) you as a person? Yes No

in what way?

(ii) your like as a whole? Yes No

how?

5. Do you think that the construction industry in the
Western Cape is in any way dependent on Coloured
Labour? Yes No

6. Do you think that this dependence will i. increase
ii. remain unchanged, iii, decrease, in future. circle corr
answer

7. If you had the chance to live your life over again
would you have chosen the same career? Yes No

Why?
.....
.....
.....

RESPONSES OF SUPERVISORY AND ADMINISTRATIVE WORKERS					NUMBER OF RESPONDENTS = 18	
(REASONS, EXPLANATIONS AND OTHER FACTS INDICATED ARE THOSE MOST FREQUENTLY MENTIONED BY RESPONDENTS)						
NOTE: (i) FIGURES INDICATED ARE SINGLE RESPONSES (ii)						
QUEST. NO.	YES	NO	NOT CERTAIN	NO COMMENT	NO DIFF.	NOTES
1	(i) FIRST JOB (ii) VACANCY AVAILABLE	(iii) NO WORK AT TIME (iv) NO SPECIFIC REASON				(v) PAY (vi) FUTURE FOR ME (vii) GAIN EXPERIENCE (viii) I LIKE WORK (ix) AMBITIOUS TO BE A TRADESMAN (x) RUNS IN THE FAMILY (xi) NO COMMENT = 1
2	6	9	2	1		
3	12	5		1		
4	17			1		
5	13 13 13	3 4 1	1 1	1 1		
6	16	1		1		
7	9	7	1	1		
8	a) 10 b) 0	7 16	1	1 1		
9	9	6	2	1		
10	15	2		1		
11	11	6		1		
12	a) 4 b) 12	10		4 6		
13	14	3		1		
14	14	3		1		
15	13	4		1		
16	a) 16 b) 15	1 2		1 1		
17	a) 12 b) 8	2 5	1	2 2	2 2	

SECTION 1

YES: 1. HAVE POTENTIAL 2. CAN MOULD BETTER PEOPLE 3. WANT TO ADVANCE IN LIFE 4. FOR A BETTER FUTURE 5. JUST MY AIM 6. HAVE ABILITY, INTELLIGENCE AND QUALIFICATIONS 7. I WOULD NOT LIKE TO CONTINUE DOING SAME KIND OF WORK

NO: 8. IMPROVE DAY 9. SATISFY AMBITION 10. FOR MORE STABILITY 11. TO PROVE MYSELF

1. HAVE ACHIEVED AIM 2. SATISFIED WITH PRESENT POSITION 3. I ENJOY BEING ONLY FOREMAN

YES: FIRM DOES NOT UTILIZE MY FULL POTENTIAL;
NO: STILL TOO EARLY IN MY CAREER

THE SAME; EQUALLY IMPORTANT - THE REWARDS WHICH GO WITH PROMOTION FORM PART OF THE OBJECTIVES.

SECTION 2

QUEST. NO.	YES	NO	NOT CERTAIN	NO COMMENT	NO DIFF.	NOTES
1		17		1		N 1) BEST MAN FOR THE JOB O:2) COLOUR CAN'T BE REGARDED AS A DETERMINANT OF ABILITY Y 1) YARD MANAGER E: 2) FIRM ACCOUNTANT S 3) DIESEL MECHANIC NO: 1) NOT WITHOUT THE REQUIRED QUALIFICATIONS. 4) GENERAL F/MAN POSITION 3) IT IS WHAT YOU CAN PRODUCE 4) IT IS HUMILIATING AND UNFAIR 5) QUALIFICATIONS COUNT
2	5	13				
3	8	8		2		
4						1) DAMPENS ONE'S AMBITION 2) INSECURITY, INFERIORITY & CONTEMPT 3) TAKES MY MOTIVATION AWAY
5	5	12	1			N 1) JOB IS THE SAME O:2) PROVIDED OPPORTUNITIES AND PAY THE SAME ON WHO YOU ARE WORKING FOR YES: 1) AS FAR AS SOCIAL RESPECT IS CONCERNED 3) SUCCESS DOES NOT DEPEND 2) WHITE FIRM MORE SECURE
6		COLOURED -	3	1	14	
7	14	2	1	1		Y 1) INDUSTRY HAS NO OTHER E: 2) IF COLOURED HAVE S 3) QUALIFICATIONS NO: 1) VERY FEW FIRMS HAVE COLOURED IN TOP POSITIONS
8	13		1	4		3) MANY AVENUES OPEN TODAY 4) BUT EASIER FOR WHITES
9	9	3	1	5		
10	14	3	1			3) WE HAVE CERTAIN AMOUNT OF RESPECT FOR WHITES 4) AFRAID SUPERIOR WILL TRACE TRUE FEELINGS AND MAY NOT LIKE IT
11	1) WHITES SEEM NOT TO LISTEN 2) THEY MAKE YOU FEEL STUPID WHEN YOU TALK					
12	6	12				Y 1) COLOURED ALWAYS WANT E: 2) COLOURED UNDERSTAND BETTER S 3) CHANCE WHITES WILL GIVE YOU A
13	13	3	1	1		Y 1) WHITES FAVOURED AS FAR E: 2) SEMI AND UNSKILLED SECTORS S 3) AS SALARY IS CONCERNED 3) SLOWLY MOVING AWAY FROM IT
14	7	4		7		Y 1) STRAINS RELATIONS IN E: 2) STANDS IN WAY OF GOAL S 3) COMPANY ATTAINMENT 3) MAKES ME FRUSTRATED
15	WHITE ONLY INTEGRATED = 14 COLOURED ONLY = 14					INTEGRATED BECAUSE - 1) IT WILL BE AN INSPIRATION TO SEE DIFFERENT RACES WORKING TOGETHER 2) TO PROVE I CAN GET ALONG WITH EVERYBODY 3) IT WILL BE MORE NATURAL AND LESS HUMILIATING

SECTION 3

QUEST. NO.	YES	NO	NOT CERTAIN	NO COMMENT	NO DIFF.	NOTES
1	14	3		1		1. SHOW MORE INTEREST IN WORKER. 2. JOB RESERVATION MUST GO. 3. BETTER ACCEPTANCE FROM WHITES. 4. OPEN MORE SENIOR AND RESPONSIBLE JOBS. 5. BETTER ACCEPTANCE AND RECOGNITION. 6. GIVE MORE RESPONSIBILITY AND AUTHORITY.
2	8	2		8		Y E S
3	3	14	1			N O
4	13	3	2			Y E S
5						1. IF RADICAL CHANGES SHOULD TAKE PLACE. 2. THERE IS INDICATION OF CHANGE. 3. HE MUST BE AN ENGINEER OR SURVEYOR.
6	13	1	4			
7.	1. BETTER PAY. 2. PUT MORE EFFORT INTO TRAINING AT LOW LEVEL. 3. GIVE COLOURED MORE JOB OPPORTUNITIES.					4. SCOPE FOR ADVANCEMENT. 5. RAINDAYS (PAY) CAN BE IMPROVED.

SECTION 4

QUEST. NO.	YES	NO	NOT CERTAIN	NO COMMENT	NO DIFF.	NOTES
1	1. HUMBLE 4. MUST KNOW HOW TO WORK WITH PEOPLE 2. POLITE 5. UNDERSTANDING 3. STRICT 6. DIPLOMATIC 7. EXPERT IN HIS FIELD 8. INTELLIGENT 11. ABLE TO PLAN 9. HONEST WITH WORKERS 12. NOT PREJUDICED 10. ABLE TO DELEGATE 13. HARDWORKING 14. APPROACHABLE 15. WILLING TO LISTEN					
2	1. MUST BE ONE WITH MEN 3. EXPLAIN REASON FOR 2. STRICT 4. NORMAL					URGENCY 5. GIVE ADVICE ON HOW TO DO THE JOB 6. PUT THE EXAMPLE
3	17			1		
4	2	2	2	6	6	
5	COLOURED = 1 WHITE = 1			6	10	
6	11			7		
7	MOSTLY AS ABOVE - QUESTION 1					1. LACK OF OPPORTUNITY 2. HAVE NOT GOT THE CORRECT EDUCATION 3. JOB RESERVATION 4. MORE DIFFICULT FOR COLOURED
8	8	9		1		YES
9	12	4		2		

SECTION 5

QUEST. NO.	YES	NO	NOT CERTAIN	NO COMMENT	NO DIFF.	NOTES
1						1. GIVES ME A CHANCE TO ADVANCE EDUCATIONALLY.
2	10	5		3		2. I CAN SHOW MY TRUE VALUES. 3. MONEY COULD BE IMPROVED. 4. IT SATISFIES A WORK NEED. 5. I LIKE THE CONSTRUCTION INDUSTRY.
3	16	2				
4	i) 11 ii) 11	2		6 7		
5	16	2				
6	INCREASE = 14 DECREASE = 0 UNCHANGED = 0		3	1		YES: 1. WITH BETTER EDUCATION 2. LIKE OUTSIDE 3. FEEL HAPPY AT WORK 4. SECURED KIND OF WORK 5. CAN APPLY KNOWLEDGE AT HOME 6. BUT, NOT AS CLERK AGAIN NO: 1. THERE ARE BETTER JOBS WITH MORE BENEFITS 2. WOULD HAVE DONE SOMETHING ELSE 3. WOULD HAVE DONE PUBLIC RELATIONS KIND OF WORK
7	11	5	2			

UNIVERSITY OF CAPE TOWN

(WITH WHICH IS INCORPORATED THE SOUTH AFRICAN COLLEGE)



INDUSTRIAL ADMINISTRATION PROGRAMME

DEPARTMENT OF MECHANICAL ENGINEERING

QUESTIONNAIRE FOR APPRENTICES

NOTE: (i) PLEASE MARK THE CORRECT ANSWER WITH A CROSS.

(ii) WHERE EXPLANATIONS ARE REQUIRED, PLEASE BE AS BRIEF AS POSSIBLE.

1. i) Age
 (ii) Course you are doing
 (iii) How long did you work for your firm before
 coming on this course?

2. Why are you doing this course?
-
-

3. Do you think that you will have a reasonably good income once you are fully qualified? Yes No
- What makes you say so?
-
-

4. Do you think that the Construction Industry is actually in need of people like you? Yes No

5. When you are fully qualified what will you be aiming for:
- | | | |
|----------------------|-----|----|
| (i) a big salary | Yes | No |
| (ii) a high position | Yes | No |

6. Do you think that a person with your qualifications
can fill a responsible position in the Construction
Industry? Yes No

7. Do you think that this is the case in Industry today? Yes No
8. If your answer to question No. 7 is NO, then what do you think are the reasons for it?
- (i)
- (ii)
- (iii)
9. Do you think that an extensive technical training like you are undergoing at the moment is actually necessary for the type of work you are going to do one day? Yes No
10. Is there any discrimination on basis of colour in the construction industry? Yes No
11. Can you foresee any problems or difficulties you will encounter in having to work with Whites one day? Yes No
- If yes, what will these problems be?
- (i)
- (ii)
- (iii)
12. How will it be possible to eliminate these problems and/or difficulties if any?
-
-
13. Do you think that there is any difference in working under a Coloured or a White foreman? Yes No
- What are they?
- (i)
- (ii)
14. Do you think that we have enough Coloured workers in Construction with the potential to be leaders (foremen)? Yes No
15. Does a Coloured worker have the same chances of becoming a foreman as a White worker with the same potential? Yes No
- Why do you say so?
- (i)
- (ii)

16. Do you think that your technical course could be improved in any way? Yes No
- How? (i)
- (ii)
- (iii)
17. Do you think that the construction industry as it is today is how a person with a technical qualification prefers it to be? Yes No
18. Should any changes be made to the Construction Industry as a whole in order to make it more attractive to people like you? Yes No
- Can you recommend any?
- (i)
- (ii)
- (iii)
19. Is there a future for you in the Construction Industry? Yes No
20. How would you describe the future that you think there is for you in the Construction Industry?
-
-

RESPONSES OF APPRENTICE SUB-GROUP

TOTAL NUMBER OF RESPONDENTS = 9

NOTE: (i) FIGURES INDICATED ARE SINGLE RESPONSES.

(ii) REASONS, EXPLANATIONS AND OTHER FACTS INDICATED ARE THOSE MOST FREQUENTLY MENTIONED BY RESPONDENTS.

QUEST. NO.	YES	NO	NOT CERTAIN	NO COMMENT	NO DIFF.	NOTES
1	(i) 19 = 3 21 = 1 20 = 3 22 = 2 (ii) NTC I = 8 NTC III = 1					(iii) FROM 5 MONTHS TO 2½ YEARS
2	(i) TO BECOME A FOREMAN = 1 (ii) THERE IS A FUTURE IN CONSTRUCTION = 2					(iii) STABLE KIND OF WORK = 1 (v) INTERESTED IN KIND OF WORK = 4
3	9					(v) NO COMMENT = 1
4	7	1		1		
5	i) 3 ii) 8	3 1		3		
6	6	3				
7	4	5				
8	(i) THEY LACK EXPERIENCE = 2 (ii) BECAUSE OF POLITICS = 1 (iii) THEY GET THE OPPORTUNITY = 5					(i) JUST CANNOT WORK WITH WHITE FOREMEN. (ii) WHITE F/MEN LOOK DOWN ON YOU. (iii) WHITE F/MEN STAND IN YOUR WAY OF PROMOTION. (iv) I CANNOT COMMUNICATE WITH WHITE FOREMEN. (v) WHITE TREAT YOU LIKE A "COLOURED". (vi) WHITE FOREMAN WANT TO PLAN THE WORK ALONE.
9	5	1		3		
10	9					
11	5	4				
12	(i) TREAT US AS EQUALS (ii) EQUAL OPPORTUNITIES (iii) CREATE BETTER JOB OPPORTUNITIES					
13	4	4		1		(i) COMMUNICATE BETTER WITH COLOURED FOREMAN.
14	6	3				(i) WHITES ARE FAVOURED. (ii) WHITES HAVE MORE OPPORTUNITIES.
15		9				(iii) WHITES ARE TREATED BETTER
16	7			2		(i) MORE PRACTICAL TRAINING (ii) IMPROVE OVERALL STANDARD OF TRAINING
17	4	5				(iii) ARRANGE MORE SITE VISIT (iv) EXTEND TRAINING PERIOD (v) TEACH MORE TOOL-HANDL.
18	9					
19	7	2				(i) PAY SHOULD BE INCREASED (ii) MORE JOB OPPORTUNITIES SHOULD BE CREATED
20						

UNIVERSITY OF CAPE TOWN

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INDUSTRIAL ADMINISTRATION PROGRAMME

DEPARTMENT OF MECHANICAL ENGINEERING

 QUESTIONNAIRE FOR ARTISANS

NOTE: (i) PLEASE MARK THE CORRECT ANSWER WITH A CROSS.(ii) WHERE EXPLANATIONS ARE REQUIRED, PLEASE BE AS BRIEF AS POSSIBLE.

1. Qualifications?

.....

2. Years of experience as a qualified artisan (or technician)?

3. Have you done your apprenticeship at the same firm you are working for now? Yes No

If not, why did you change firms?

.....

4. Did the firm in any way assist you in getting your qualifications? (becoming a qualified artisan?) Yes No

5. What do you think of the standard of training you have received?

Good Poor Fair circle correct answer

6. Do you think that the period of training is:

- (i) too long
- (ii) too short
- (iii) correct

7. Would you like to suggest an alternative method (scheme) for training of artisans (technicians)? Yes No

If Yes make suggestions with reasons:

.....

.....



8. Does the fact that you are a qualified artisan (technician) in any way have an effect on your productivity and sense of responsibility? Yes No
- If Yes in what way?
- (i) productivity:
- (ii) responsibility:
9. Do you think that you would have been just as productive without your Artisan (technical) certificate as you are now? Yes No
- Why?
-
10. Do you think that a technical training or an apprenticeship training course is really necessary for the kind of work you are doing now? Yes No
- Give reasons: i.
- ii.
11. What in your opinion should the personal gains of a qualification like yours be?
- (i) more money;
- (ii) better job opportunities
- (iii) both
12. Did you gain anything after you had obtained your qualification? Yes No
- What?
13. Do you think that with your qualification and experience as a qualified artisan (technician) you are capable of filling a responsible position at your firm? Yes No
14. Could you list three possible positions that you feel yourself capable of filling successfully?
- (i)
- (ii)
- (iii)
15. If you think that you have the potential to successfully fill the above positions, why is it that you are not in one of them yet?
-
-



16. What kind of personality should a foreman have in order to get co-operation from his artisans (technicians)?

.....
.....

17. Should his behaviour change under pressure conditions (rush jobs)?

Yes No

How should he behave then?

.....
.....

18. Do you see a future for an artisan (technician) in the Construction industry?

Yes No

19. Are you satisfied with your present wages?

Yes No

Explain:
.....

20. If there is anything affecting you in your work and that you feel needs to be given attention, please discuss it in the space below:

RESPONSES OF ARTISAN SUB-GROUP

TOTAL NUMBER OF RESPONDENTS = 23

NOTE: (i) FIGURES INDICATED ARE SINGLE RESPONSES.

(ii) REASONS, EXPLANATIONS AND OTHER FACTS, INDICATED ARE THOSE MOST FREQUENTLY MENTIONED BY RESPONDENTS.

QUEST. NO.	YES	NO	NOT CERTAIN	NO COMMENT	NO DIFF.	NOTES
1	NTC II = 14 5 YRS TRAINING = 6 NTC III = 2 NO QUALIFICATIONS = 1					
2	<1 = 0 6 - 10 YRS = 8 1-5 = 7 10 YRS = 8					TOTAL NO. OF YRS OF EXPERIENCE = 244,5 YRS
3	3	20				AVE. NO. OF YRS PER ARTISAN = 10,6 YRS
4	12	10		1		
5	GOOD = 11 POOR = 4 FAIR = 6 NO COMMENT = 2					
6	TOO LONG = 4 TOO SHORT = 3 CORRECT = 14 NO COMMENT = 2					
7	(i) MAKE TRAINING 6 MTHS/YEAR (ii) MORE IN-FIRM TRAINING					(iii) TEACH PRACTICAL & THEORY TOGETHER
8	11	6		6		(iv) MORE BUILDING, DRWG ED.
9	9	10		4		(v) TRAINING 2 - 3 YEARS
10	14	6		3		(vi) MORE PRACTICAL TRAINING
11	1) MONEY = 2 2) JOB OPPORTUNITY = 6					3) BOTH = 12 4) NO COMMENT = 3
12	17	2		4		1) MONETARY GAINS = 3 2) SOCIAL GAINS = 1
13	19	1		3		3) PROMOTION/EXPERIENCE = 11 4) CREATIVE GAINS = 1
14	1) GENERAL FOREMAN = 6 2) FOREMAN = 6 (3) LEADING HAND = 2					(iii) DISCRIMINATORY INFLUENCES = 6
15	(i) TRAINING & EXPERIENCE = 4 (ii) ABILITY = 2					(iv) CIRCUMSTANCES = 5 (v) NO COMMENT = 6
16	(i) UNDERSTAND PEOPLE (ii) CONSIDERATE					(iii) WORK WITH THEM (iv) WELL-MANNERED
17	4	15	2	2		(v) STRICT (vi) PUT THE EXAMPLE
18	12	11				(vii) INTEREST IN WORKERS (viii) PREPARED TO LISTEN
19	10	12		1		(iii) FAVOURITISM FOR WHITES = 1 (iv) FEAR OF LOSING JOB = 2
20	(i) RAINDAYS NO PAY = 5 (ii) UNION UNSATISFACTORY = 3					(v) NO COMMENT = 9 (vi) IMMIGRANTS FAVOURED = 1

APPENDIX C

DESIRABLE CHARACTERISTICS OF THE SUPERVISOR

C.1	Normal Working Conditions	258
C.2	Abnormal Working Conditions	259

DESIRABLE PERSONAL CHARACTERISTICS OF THE SUPERVISOR : NORMAL WORKING CONDITIONS

VALUES SPECIFIED = PERCENTAGE FREQUENCY OF MENTION OF GROUPS OF TRAITS BY SUBJECTS OF SINGLE SUBGROUP.

PERSONAL CHARACTERISTICS	UNSKILLED & SEMI-SKILLED	ARTISANS	SUPERVISORY & ADMIN.	APPRENTICES
STRICT	42,00	35,00	10,00	
DIPLOMATIC, HUMBLE, POLITE, LIKEABLE, INTEREST IN MEN	40,00	35,00	33,00	
UNPREJUDICED, HONEST, FAIR			13,00	
KNOWLEDGEABLE, INTELLIGENT, EXPERT IN HIS FIELD	3,00		20,00	
ABLE TO DELEGATE ABLE TO PLAN	1,00		4,0	NO
HARDWORKING ENERGETIC INDUSTRIOUS	1,00		13,00	
APPROACHABLE WILLING TO LEARN UNDERSTANDING	1,50	6,00	7,00	DATA
PREPARED TO EXPLAIN, TO GIVE GUIDANCE, TO TEACH	4,00	3,00		
CO-OPERATIVE WORK WITH MEN LEAD BY EXAMPLE BE ONE WITH MEN		18,00		
TO THE POINT	1,50			
HAVE CONFIDENCE IN MEN		3,00		
STRONG PERSONALITY	1,50			
EFFICIENT	1,00			
ALERT	1,50			
RESPONSIBLE	1,50			
ABLE TO MOTIVATE	1,50			

DESIRABLE PERSONAL CHARACTERISTICS OF THE SUPERVISOR

ABNORMAL WORKING CONDITIONS

VALUES SPECIFIED = PERCENTAGE FREQUENCY OF MENTION OF GROUPS
OF TRAITS BY SUBJECTS OF SINGLE SUBGROUP.

PERSONAL CHARACTERISTICS	UNSKILLED & SEMI- SKILLED	ARTISANS	SUPERVISORY & ADMINISTRATIVE	APPRENTICES
NORMAL - AS USUAL	16,00	36,00	14,00	
STRICT VERY STRICT SHOULD NOT BE SYMPATHETIC	24,00	9,00	18,00	
EXPLAIN REASONS FOR URGENCY ("MOET MET MY PRAAT").	47,00	33,00	22,00	NO
EXPLAIN JOB IN DETAIL GIVE ADVICE ON HOW TO DO THE JOB			9,00	DATA
WORK WITH MEN	5,00	4,00	14,00	
FRIENDLY AND HUMAN DEMOCRATIC APPROACH	5,00		14,00	
HE MUST ACT	3,00			
"GIVE A DEADLINE"		4,00		
REMAIN CALM PRETEND JOB IS URGENT AND ENCOURAGE MEN		14,00	9,00	

APPENDIX D

SOCIOLOGICAL INFORMATION RELATING TO
UNSKILLED AND SEMI-SKILLED RESPONDENTS

S O C I O L O G I C A L D A T A R E L A T I N G T O			
T H E U N S K I L L E D / S E M I - S K I L L E D S U B - G R O U P			
AGE	≤ 21 YRS = 36% 22-25 YRS = 8% 26-30 YRS = 10% 31-33 YRS = 5%	36-40 YRS = 13% 41-45 YRS = 3% 46-50 YRS = 13% 51-55 YRS = 5%	55-60 YRS = 7%
OCCUPATION			
1. PRESENT	UNSKILLED LABOURERS = 59%; HANDYMEN = 41%		
2. PREVIOUS	IN CONSTRUCTION = 33% OUTSIDE CONSTRUCTION = 67% (FISHING, FACTORY, SAR & H, SCHOOL, REFINERY, GARAGE)		
NATURE OF PRESENT WORK	(i) UNSKILLED LABOURERS: PICK AND SPADE WORK ASSISTANTS TO ARTISANS MACHINE BOYS. (ii) HANDYMEN: BRICKLAYING: CARPENTRY: GANG-BOSSES		
PLACE OF BIRTH	(i) CAPE TOWN AND PENINSULA = 26% (ii) WESTERN CAPE (SWARTLAND) = 21% (iii) NORTH-EASTERN CAPE = 8% (iv) EASTERN CAPE (GARDEN ROUTE) = 24% (v) NORTHERN CAPE = 13% (vi) NAMAQUALAND & S.W.A. = 8%		
MARITAL STATUS	MARRIED = 53% UNMARRIED = 47%		
NUMBER OF CHILDREN IN HOUSEHOLD OF SUBJECTS	0 = 47% 1 - 2 = 13% 3 - 4 = 21% 5 - 6 = 11% 7 \geq = 8%		

OCCUPATION OF WORKER'S WIFE	HOUSEWIFE = 60% DOMESTIC SERVICE = 35% UNSKILLED WORK (Tea-girl, Cleaner) = 5%
EDUCATION (SCHOOL)	NO SCHOOLING = 10% STD. 4 = 10% STD. 8 = 5% STD. 1 = 3% STD. 5 = 36% STD. 2 = 5% STD. 6 = 18% STD. 3 = 13% STD. 7 = 0%
REASONS FOR EARLY SCHOOL LEAVING	(i) LACK OF MONEY (Financial Problems in Family) = 73% (ii) EXPELLED = 7% (iii) OWN RELUCTANCE = 17% (iv) NO SCHOOLS = 3%
AVERAGE SCHOOL- LEAVING AGE	STD. 8 = 17 - 18 YRS. STD. 4 = 15 - 17YRS. STD. 6 = 16 - 18 YRS. STD. 3. = 14 - 16YRS. STD. 5 = 16 - 18 YRS.
OCCUPATION OF WORKER'S FATHER	UNSKILLED WORKER = 58% SKILLED WORKER = 42% <u>SKILLED WORKERS.</u> CARPENTER, BRICKLAYER, CLERK, BUS-DRIVER, SELF- EMPLOYED, FISHERMAN, PAINTER, JANITOR, WARDEN.
PERIOD WORKING IN CONSTRUCTION	1 - 5 YRS = 56% 6 - 10 YRS = 24% > 10 YRS = 20%
NUMBER OF CHILDREN IN FAMILY OF PARENTS	1 - 2 = 5,5% 7 - 8 = 28% 3 - 4 = 11% 9 - 10 = 5,5% 5 - 6 = 33% 11 > = 17%

APPENDIX E

CLASSIFICATION OF NEEDS

- E.1 Need Classification System Adopted
for the Study 264
- E.2 Models of Herzberg and Maslow Combined .. 266

NEED CLASSIFICATION SYSTEM

(Need categories and Need factors)



<u>NEED CATEGORY</u>	<u>NEED FACTORS</u>
1. PHYSIOLOGICAL NEEDS	<ol style="list-style-type: none">1. Clothes, Food, Shelter2. More Money - More Money3. Favourable working conditions.4. Untiring work.5. Clean and Tidy surroundings.6. Transport to and from work.
2. SAFETY NEEDS	<ol style="list-style-type: none">1. Physical safety.2. Job safety - To live in a predictable, organized world.3. Company policy and management - Fairness and Consistency.4. Economic safety - Job with Tenure and Protection, Savings account, Insurance Property Ownership.
3. SOCIAL NEEDS	<ol style="list-style-type: none">1. To be part of the group.2. To be accepted by the group.3. Need for love for others.4. To be given the opportunity to give love and affection for others.
4. ESTEEM NEEDS	<ol style="list-style-type: none">1. Need for advancement and promotion.2. Recognition for achievement.3. Need for self-respect, self-esteem and independence.4. Trust in oneself.5. Respect from others.6. Prestige and status.7. Recognition.8. Appreciation from others.9. Training and education.

NEED CATEGORY

NEED FACTORS



5. SELF-ACTUALIZATION

1. Need for self-fulfilment.
2. For doing what one is suited for.
3. Self-Development and creativity in broad sense.
4. Work itself - to be happy in the kind of work one is doing.
5. Responsibility and authority.
6. Achievement.
7. Possibility of growth, advancement in own skills - to gain a new professional outlook and to gain more experience.

MODELS OF HERZBERG AND MASLOW COMBINED

MODEL ILLUSTRATING HERZBERG'S MOTIVATION - HYGIENE THEORY OF WORK MOTIVATION.		MODEL ILLUSTRATING MASLOW'S HIERARCHY OF NEEDS	
FACTORS LEADING TO DISSATISFACTION (HYGIENE FACTORS)	FACTORS LEADING TO SATISFACTION (MOTIVATOR FACTORS).		
	ACHIEVEMENT RESPONSIBILITY POSSIBILITY OF GROWTH WORK ITSELF		
STATUS	ADVANCEMENT RECOGNITION FOR ACHIEVEMENT		
SUPERVISION RELATIONSHIP WITH SUPERVISOR RELATIONSHIP WITH PEERS RELATIONSHIP WITH SUB- ORDINATES			
CO. POLICY AND ADMINISTRA- TION; JOB SECURITY			
WORKING CONDITIONS PERSONAL LIFE SALARY		BASIC PHYSIOLOGICAL NEEDS	

SOURCE: W. BACKER "MOTIVATING BLACK WORKERS"